

Proposal for
Technical Assistance Services
in Support of Kenya
Agricultural Management Project

Submitted to the
Government of Kenya

April 4, 1986

In Response to
RFP Kenya 615-0221

by
Robert R. Nathan Associates, Inc.
in Association with
Management Systems International
and
Mutiso Consultants Ltd.

ROBERT R. NATHAN
ASSOCIATES, INC.

1301 Pennsylvania Avenue, N.W.
Washington, D.C. 20004
Telephone: 202-393-2700
Telex: 248482, Cable: NATECON
TWX: 710-822-1995

April 4, 1986

The Principal
Egerton College
P.O. Private Bag
Njoro, Kenya

Dear Sir:

Robert R. Nathan Associates, Inc. (RRNA) is pleased to have this opportunity to submit a technical proposal to the Government of Kenya to provide assistance to the Agricultural Management Project. RRNA is fortunate to be joined in this effort by three distinguished and experienced firms: Management Systems International, Mutiso Consultants Ltd., and Lurijos Management Consultants Ltd. Our consortium encompasses a broad range of skills and expertise that offer substantial assurance to USAID and the Government of Kenya that project objectives will be met in a timely, cost-efficient manner, without compromising the high calibre of work for which RRNA is known. RRNA's high standards and achievement records over the past 40 years have earned it the reputation of being capable of providing, on a consistent basis, highly qualified personnel with in-depth expertise in the design, implementation and management of development projects.

We have assembled an exceptional team of experts who will be responsible for the overall management, technical assistance, and training components of this project and whose extensive experience and expertise are directly related to the requirements of the Agricultural Management Project. The RRNA consortium will further benefit from strong home office backstopping support.

One of the many assets of this proposal is RRNA's selection of an outstanding agricultural economist and experienced project manager, Dr. Richard Saunders, for the position of Senior Management Consultant and Team Leader. Dr. Saunders, who has more than 20 years of international development experience, has supervised, managed, and coordinated numerous agricultural projects. He recently served as Chief of Party of a technical assistance team to the Agricultural Finance Corporation of Kenya.

ROBERT R. NATHAN
ASSOCIATES INC

The Principal
April 4, 1986
Page 2


The strength of our proposal lies not only in the core staff and consortium of firms and organizations we have assembled, but in our understanding of the diverse challenges presented by this project. Two RRNA permanent staff members, Mr. Russell Webster and Mr. Forrest Cookson visited Kenya prior to submission of this proposal and gathered background information that has enhanced our comprehension of the project objectives and the best strategy to achieve them.

Mutiso Consultants Ltd., our Kenyan subcontractor, has provided us with valuable insights as to the specific nature of the project, the characteristics of the Kenyan environment in which it will take place, the great importance of the agricultural sector in Kenya, and the necessity of improved management techniques and training capabilities within institutions providing vital services to farmers. Finally, Management Systems International contributed to our understanding of the project with its extensive management training experience in numerous African countries.

We are confident that the combined talents and expertise of the RRNA consortium will be consistent with the requirements of USAID and the Government of Kenya, and that you will be satisfied with the level of commitment, energy, enthusiasm and overall professional performance that will be brought to bear on the Agricultural Management Project.

We look forward to a favorable review of our proposal and the opportunity to participate in this innovative and important endeavor.

Sincerely,


Dr. James W. Fay
Vice President
International Operations

JWF/dse

MANAGEMENT SYSTEMS INTERNATIONAL

600 Water Street S.W., NBU 7-7
Washington, D.C. 20024



telephone: (202) 484-7170
telex: 4990821MANSY

March 21, 1986

Dr. James Fay
Robert R. Nathan Associates
1301 Pennsylvania Avenue, N.W.
Washington, D.C. 20004

Dear Dr. Fay:

Management Systems International (MSI) is pleased to join Robert Nathan as a subcontractor in bidding on the Kenya Agricultural Management Project (RTP 615-U221).

MSI will provide:

- * 1 Long Term Training Advisor, and
- * short term specialists.

We also wish to remind you that MSI is a women owned small business qualifying for special attention under the Gray Amendment of the Foreign Assistance Act.

The Kenya Agricultural Management Project is very much in line with MSI's expertise and previous experience in Africa and elsewhere and we very much look forward to collaborating with Robert Nathan on this effort.

Yours Sincerely,

R. Moses Thompson
Vice President
Management Systems International



mutiso consultants ltd.
development management
p.o. box 14333 nairobi
telephone 747010

24th March, 1986

Messrs Robert R. Nathan Associates,
1301 Pennsylvania Avenue N.W.
Washington D.C. 20004,
U.S.A.

Dear Sirs,

Re: Mutiso consultants Ltd. - Agreement to Subcontract

By this letter, Mutiso Consultants Ltd. formally agrees to subcontract exclusively with RRNA for purposes of the Agricultural Management bid.

Todate, Mutiso Consultants Ltd. has identified other local firms and individuals and has taken part in discussions for purposes of preparing the bid.

RRNA has asked Mutiso Consultants Ltd. to identify a secretary and an accountant/office manager.

Mutiso Consultants Ltd. undertakes to fulfil the requirements of a sub-contractor subject to agreement on remuneration for services rendered.

Yours sincerely,


G-C.M. Mutiso



mutiso consultants ltd.
development management
p.o. box 14333 nairobi
telephone 747010

AGREEMENT WITH AGRITECH ENTERPRISE,
MUTISO CONSULTANTS LTD. AND
ROBERT R. NATHAN ASSOCIATES

1. It is the intention of Mutiso Consultants Ltd. Nairobi, Kenya and Robert R. Nathan Associates (RRNA) Washington, D.C. USA. to submit a proposal for the Government of Kenya/USAID project, "Agricultural Management".
2. Agritech Enterprise agrees to participate with Mutiso Consultants Ltd. and RRNA in this project. The Agricultural Management project will require from time to time the use of Kenyan technical experts to support the basic management consulting of the longterm team. Agritech agrees to cooperate with Mutiso Consultants Ltd. and RRNA in the provision of its staff where their skills are appropriate to the objectives of the project at rates and for periods to be agreed upon. It is understood that this is not an exclusive agreement.

SIGNED:

MUTISO CONSULTANTS LTD.
G-C.M. MUTISO

AGRITECH ENTERPRISES.
H.M. THAIRU

RRNA.
FORREST E. COOKS

October 1, 1985.



mutiso consultants ltd.
development management
p.o. box 14333 nairobi
telephone 747010

AGREEMENT WITH ANIMATICS LTD.,
MUTISO CONSULTANTS LTD., AND
ROBERT R. NATHAN ASSOCIATES

1. It is the intention of Mutiso Consultants Ltd. Nairobi, Kenya and Robert R. Nathan Associates (RRNA) Washington, D.C. USA. to submit a proposal for the Government of Kenya/USAID project, "Agricultural Management".
2. Animatics Ltd. agrees to participate with Mutiso Consultants and RRNA in this project. The Agricultural Management project will require from time to time the use of Kenyan technical experts to support the basic management consulting of the longterm team. Animatics Ltd. agrees to cooperate with Mutiso Consultants Ltd. and RRNA in the provision of its staff where their skills are appropriate to the objectives of the project at rates and for periods to be agreed upon. It is understood that this is not an exclusive agreement.

SIGNED :

MUTISO CONSULTANTS LTD.
G-C.M. MUTISO

ANIMATICS LTD.
Mr. J.D.B. FANNING

RRNA.
FORREST E. COOKSON



mutiso consultants ltd.
development management
p.o. box 14333 nairobi
telephone 747010

AGREEMENT WITH MWANIKI AND ASSOCIATES LIMITED,
MUTISO CONSULTANTS LIMITED, AND
ROBERT R. NATHAN ASSOCIATES

1. It is the intention of Mutiso Consultants Ltd. Nairobi, Kenya and Robert R. Nathan Associates (RRNA) Washington, D.C. USA. to submit a proposal for the Government of Kenya/USAID project, "Agricultural Management".
2. Mwaniki and Associates Ltd. agrees to participate with Mutiso Consultants and RRNA in this project. The Agricultural Management project will require from time to time the use of Kenyan technical experts to support the basic management consulting of the longterm team. Mwaniki and Associates Ltd. agrees to cooperate with Mutiso Consultants and RRNA in the provision of its staff where their skills are appropriate to the objectives of the project at rates and for periods to be agreed upon. It is understood that this is not an exclusive agreement.

SIGNED


MUTISO CONSULTANTS LTD.
G-C.M. MUTISO


MWANIKI AND ASSOCIATES LTD.
N. MWANIKI


RRNA.
FORREST E. COOKSON

October 1, 1985.



mutiso consultants ltd.

development management
p.o. box 14333 nairobi
telephone 747010

AGREEMENT WITH PROFESSIONAL TRAINING CONSULTANTS,
MUTISO CONSULTANTS LIMITED, AND
ROBERT R. NATHAN ASSOCIATES

1. It is the intention of Mutiso Consultants Ltd. Nairobi, Kenya and Robert R. Nathan Associates (RRNA) Washington, D.C. USA. to submit a proposal for the Government of Kenya/USAID project, "Agricultural Management".
2. Professional Training Consultants agrees to participate with Mutiso Consultants Ltd. and RRNA in this project. The Agricultural Management project will require from time to time the use of Kenyan technical experts to support the basic management consulting of the longterm team. Professional Training Consultants agrees to cooperate with Mutiso Consultants and RRNA in the provision of its staff where their skills are appropriate to the objectives of the project at rates and for periods to be agreed upon. It is understood that this is not an exclusive agreement.

SIGNED:

MUTISO CONSULTANTS LTD.
G.C.M. MUTISO

PROFESSIONAL TRAINING
CONSULTANTS.
J.H. OBASO.

RRNA.
FORREST E. COOKSON



mutiso consultants ltd.
development management
p.o. box 14333 nairobi
telephone 747010

AGREEMENT WITH REMAC.,
MUTISO CONSULTANTS LTD., AND
ROBERT R. NATHAN ASSOCIATES

1. It is the intention of Mutiso Consultants Ltd. Nairobi, Kenya and Robert R. Nathan Associates (RRNA) Washington, D.C. USA. to submit a proposal for the Government of Kenya/USAID project, "Agricultural Management".
2. REMAC. agrees to participate with Mutiso Consultants Ltd. and RRNA in this project. The Agricultural Management project will require from time to time the use of Kenyan technical experts to support the basic management consulting of the longterm team. REMAC. agrees to cooperate with Mutiso Consultants Ltd. and RRNA in the provision of its staff where their skills are appropriate to the objectives of the project at rates and for periods to be agreed upon. It is understood that this is not an exclusive agreement.

SIGNED:

MUTISO CONSULTANTS LTD.
G-C.M. MUTISO

REMAC.
M. MUTUVI

RRNA.
FORREST E. COOKSON

October 1, 1985.




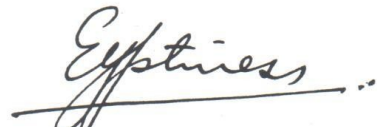
mutiso consultants ltd.
development management
p.o. box 14333 nairobi
telephone 747010

AGREEMENT WITH RURAL INDUSTRIAL DEVELOPMENT TRUST,
MUTISO CONSULTANTS, AND
ROBERT R. NATHAN ASSOCIATES.

1. It is the intention of Mutiso Consultants Ltd. Nairobi, Kenya and Robert R. Nathan Associates (RRNA) Washington, D.C. USA. to submit a proposal for the Government of Kenya/USAID project, "Agricultural Management".
2. Rural Industrial Development Trust agrees to participate with Mutiso Consultants Ltd. and RRNA in this project. The Agricultural Management project will require from time to time the use of Kenyan technical experts to support the basic management consulting of the longterm team. Rural Industrial Development Trust agrees to cooperate with Mutiso Consultants Ltd. and RRNA in the provision of its staff where their skills are appropriate to the objectives of the project at rates and for periods to be agreed upon. It is understood that this is not an exclusive agreement.

SIGNED:


MUTISO CONSULTANTS LTD.
G-C.M. MUTISO


RURAL INDUSTRIAL DEVELOPMENT TRUST.
E.K. KIPTINNESS


RRNA.
FORRESTER COOKSON

October 1, 1985.

Mutiso Consultants Limited,
P.O. Box 14333,
NAIROBI

P.O. Box 250
Nairobi
Tel: 21637/8
Telex 22209
Telegrams Standardmin

Date 18th October, 1985

Our ref PJR:jmk

Your ref

Dear Sirs,

Further to our discussions of last week, this is to confirm that Acceptances Estate Management Limited is willing and able to provide expertise in Agricultural Management and Accountancy.

Acceptances Estate Management Limited is a Management Company wholly owned by the "Standard Chartered Bank Group".

The Company has been involved with Agricultural management in large scale farms and plantations since 1972. Our operations cover mainly Kenya, but we have provided consultancy services to Morocco, Ethiopia, Zimbabwe, Malawi, Saudi Arabia and Yemen.

Presently we manage some 13,000 acres of coffee, and tea. 100,000 acres of ranching and several horticultural ventures. We also manage mixed farms in the Rift Valley and some wheat, maize and oilseed enterprises in the Mara area of Narok District.

Most of the farming enterprises for whom we provide management are also being financed by Acceptances Estate Management Limited. Our present annual budget for agricultural finance to our clients, is in the order of Kshs.350 - 400 million.

Acceptances Estate Management Limited as part and parcel of the services which we render to clients, maintain an accounts department which compile detailed accounting records for each enterprise and produces timely reports of financial information for use by the management of each enterprise to control advances and show the financial performance of Acceptances Estate Management Limited. This includes preparation of cash flows, budgets etc. and annual financial statements for clients and ourselves. It also advises clients on financial organization and structure and assists in raising relevant finance.

Acceptances Estate Management Limited's Manager Training School takes pupils to Diploma level in coffee management, agricultural accountancy and machinery maintenance.

Our research department investigates Agricultural Chemicals as to efficacy under local conditions, and further researches subject matters of general interest to the coffee industry.

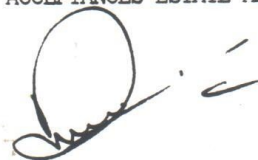
Because we count, amongst our clients some of the most prominent people in Kenya, and are bound by undertakings of confidentiality, we are unable to comply with your request for lists of projects and clients.

We will however, make available, at our offices at Thika, to you and/or your nominee, any such information which you might require in order to form your own assessment of our capabilities.

The enclosed list of staff, from amongst whom will be chosen the consultants for the project, includes senior personnel with experience in coffee, tea, horticulture, cereal crops, dairy farming, ranching, viticulture, silviculture, sisal and accountancy.

Our charges here enclosed, are based on our fees for 1985. Such fees are subject to annual revision and adjustment following, broadly speaking, the rate of inflation in Kenya.

Yours faithfully,
ACCEPTANCES ESTATE MANAGEMENT LIMITED



P.J. RUNE
EXECUTIVE DIRECTOR

Enclosures:

KENYA NATIONAL



FARMERS' UNION

CHAIRMAN: T. N. MALINDA
DEPUTY CHAIRMAN: J. K. MBUGUA
VICE-CHAIRMEN: T. M. KIMANI
T. T. AKINYI
~~G. R. R. R.~~ E. NAMISI

ADAMALI HOUSE,
3RD FLOOR,
P.O. BOX 43148,
NAIROBI.
TEL: 28894/5/6

PATRON: HIS EXCELLENCY, HON. DANIEL ARAP MOI, PRESIDENT OF THE REPUBLIC OF KENYA

Ref: F/35

Prof. G.C.M. Mutiso and Mr. R.M. Webster,
M/s. Mutiso Consultants Ltd./R.R. Nathan Inc.,
P.O. Box 14333,
NAIROBI

Dear Sir,

Re: Agricultural Management Project

Your letter dated 12th March, 1986 on the above topic refers.

Your proposal to involve this Union in your tender for the work was discussed at a Chairman's Committee meeting held on the 12th March, 1986.

The Committee had no objection in principle to our co-operating with you should you win the contract.

However it should be noted that this Committee is not the final authority but will strongly recommend for the final acceptance by the Executive Committee.

In order therefore to give the Chairman's Committee more muscle, you are requested to furnish us with some details of what you foresee as being the role to be played by this Union in the project.

Yours faithfully,
Kenya National Farmers' Union


Thomas N. Malinda
National Chairman, KNFU

c.c. The Chief Executive,
KNFU,
P.O. Box 43148,
NAIROBI.



FOR WANANCHI

THE NATIONAL COUNCIL OF CHURCHES OF KENYA
CHURCH HOUSE MOI AVENUE, P.O. BOX 46009, NAIROBI, TEL: 338211, CABLE: OIKUMENE

GENERAL SECRETARIAT

25th March, 1986

Prof. G.C. Mutiso,
P.O. Box 14333,
Nairobi.

Dear Prof. Mutiso,

NCCCK CENTRES:

LIMURU:
BOX 212, LIMURU
TEL: TIGONI 347

KANAMAI:
BOX 48, KIKAMBALA
TEL: KIKAMBALA 48.

BOX 770, KISUMU
TEL: KISUMU 3728

BOX 1000, NAKURU
TEL: NAKURU 3150

BOX 723 ELDORET

Following our telephone conversation, I would like to reiterate that NCCCK has been involved in Small Business Enterprises for several years. The NCCCK Small Business Enterprises provide low interest loans and business training. Through the programme groups and individuals are able to begin small enterprises. Though started in Nairobi, the programme has expanded to other towns. Because of the demand it is also expanding to the rural areas and will cover most of the country.

Two of our staff who are very directly involved in the Small Business Enterprise are Mr. Muthiru Chege, the Co-ordinator and Mr. John Kimathi the Business and Credit Manager. The two should be available to participate in consultations and seminars involved in thinking and discussing about Small Business Enterprises. I trust their input will be invaluable as they will bring a wealth of experience and skills.

Mr. Chege is a graduate in Business Administration from the University of Nairobi. Before joining NCCCK he worked as Marketing Manager with East Africa Industries. Mr. Kimathi is a very qualified accountant specializing in Credit and Business Management. He worked with Caltex before joining the NCCCK at the beginning of 1986. We shall be willing to provide more information on the two gentlemen at a later date.

Should you need further information about the Small Business Enterprise please let us know.

Yours sincerely,

Sam Kobia
Sam Kobia
Director/Coordinator,
CHURCH DEVELOPMENT ACTIVITIES.

SK/em

NYENGE & COMPANY
Certified Public Accountants

2nd Floor, Vedic House
Mama Ngina Street,
P.O. Box 45040,
NAIROBI. KENYA.

Telephone: 332399.
Nairobi.

Your Ref:
NC/AUD/GEN/86
Our Ref:

24th March, 1986

Mutiso Consultants Ltd.,
P. O. Box 14333,
Nairobi.

Dear Sir,

RE: CIRRICULUM VITAE OF PERMANENT & PART - TIME STAFF

Further to our letter of 12th March, 1986 we give cirriculum vitae of our permanent and part - time staff as follows:-

PERMANENT STAFF

1. David Kyulle Nyenge who is the Proprietor of the firm was born in 1942 at Mitaboni Location in Machakos District. He joined Machakos School in 1957 and obtained his ordinary level School Certificate in 1960. After his O'level Education, he joined Shell Company as a Plant Assistant at Shell Refinery at Mombasa in 1961. He left the company the same year and joined Kenya Posts & Telecommunication Corporation as an Accounts Clerk. While at K.P. & T.C. he studied Accounts at the Kenya Polytechnic from 1966 to 1967 and obtained the Intermediate Certificate of Royal Society of Arts in Book-keeping and Commerce. While at K.P. & T.C. Mr. Nyenge got promoted to Accountant in 1968. In 1972 to 1975 he attended full time training on accountancy at the Kenya Institute of Administration and qualified as a Certified Public Accountant in 1975. He got promoted to Senior Accountant in 1976, Principal Accountant in 1978 and then Finance Manager in 1983.

Mr. Nyenge is a Member of the Institute of Certified Accountant of Kenya and is backed by many years experience in the accounting profession. He is married and has four children.

2. Mr. Daniel Musau Muia

Mr. Muia was born in 1942 in Machakos District. He joined Kabaa High School and obtained ordinary level qualification in 1963. He then joined Kenya Post Office Savings Bank as an Accounts Clerk in December, 1963 While at the Bank he rose to the position of Chief Cashier Controlling large sums of money. Also while at the bank, Mr. Muia studied accounting and obtained the Intermediate Certificate of the Cherttered Institute of Secretaries in 1974. He then left the bank and worked as an accountant with Kenatco from 1969 to 1971. He left Kenatco and joined 3 M Kenya as an accountant from 1971 to 1978. He left 3 M did some private business up 1981. He joined Nyenge & Co. as an auditor Supervisor in 1981. He is currently an audit Senior and Manager the Machakos Branch Office. He is married with five children.

3. Mr. Julius Mwanja Matheka.

Mr. Matheka was born in 1959 in Machakos District. He joined Mwala Secondary School in 1977 and obtained ordinary level qualifications in 1979. After O'level Mr. Matheka joined Universal College in 1980 and obtained Accounts Clerk National Certificate in 1981. He then joined Comcraft Services Ltd., as an accounts clerk in 1982. He left the company and joined our firm as an accounts clerk in August, 1983. While with our firm he has studied accounts and has so far passed section I of Certified Public Accountants. He is currently studying for section 2 of CPA(K). He is single.

4. Mr. Boniface M. Nduva

Mr. Nduva was born in 1952 at Machakos District. He joined Kangundo High School in 1969 and obtained ordinary level qualification in 1972. He joined Leyland Company as an assemble from 1974 to 1975. He then joined Greenview Lodge as an accounts clerk from 1977 to 1980. While at Green View Lodge he studied accounts and obtained accounts clerk Certificate Stage I and II issued by Pitman. He joined our firm in 1981. He is married with four children.

5. Mr. Stanley Mbinda Nyala

Mr. Mbinda was born in 1963 in Machakos District. He joined Kanga High School in 1978 and obtained ordinary level Certificate in 1982. He joined our firm as an accounts clerk in 1983. While with our firm, he studied accounts and obtained accounts Clerk National Certificate (ACNC) in 1985. He is currently studying for Certified Public Accountants Part I examination and will sit for the examination in June 1986.

PART - TIME STAFF

1. Mr. Christopher Munuve was born in 1952 in Kitui District. He joined Kangaru School in 1971 and obtained his ordinary level and Advanced Level Certificate in 1974 and 1976 respectively. He joined Nairobi University 1977 and obtained his Bachelor of Commerce degree in 1981. He then joined Ministry of Co-operative Development as an accountant in 1981. While at the Ministry, he studied Accountancy and passed Part III Section V of Certified Public Accountants examination. He is currently studying for section VI which is the final section of the CPA(K). When he completes this section he will be fully qualified accountant and legible to be a member of the Institute of Certified Public Accountants, Kenya. He left the Ministry in 1985 and joined National Cereal Board as an accountant. He still working with the Cereal Board. He is married with two children.

2. Mr. G.P.O. Musolo

Mr. Musolo was born in 1947 in Siaya District. He joined Ambira Secondary School in 1966 and obtained his ordinary level Certificate in 1969. He then joined Kenya Posts & Telecommunication Corporation as an accounts clerk in 1976. While with K.P.T.C. he studied acc

2. Continued.

and obtained Part II of the Certified Public Accountants examination in 1979. While with K.P.T.C. he got promoted to the post of accountant in 1983. He still holds the same post. He is currently studying for final Part of CPA(K) and will be sitting for the examination in December 1986. He is married with seven children.

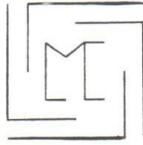
3. Mr. H.M. Kyendo

Mr. Kyendo was born in 1947 in Machakos District. He joined Kabaa High School in 1964 and obtained his ordinary level Certificate in 1967. He then joined K.I.A. in 1968 and studied accounts for one Year. He then joined Ministry of Works as an accountant in 1969. While with the Ministry he studied and obtained CPA I Certificate. He left the Ministry and joined Machakos District Co-operative Union as Chief Accountant in 1978. While with Machakos District Co-operative Union he studied CPA Examination. He then joined Inter - Impex Group of Companies as an accountant in 1983. He is still with the same Company. He is married with six children.

We hope the above information will meet your requirement. We look forward to further communication from your end in due course.

Yours faithfully,


NYENGE & COMPANY



LURIJOS MANAGEMENT CONSULTANTS LTD.
Pigott Building, Market & St. Mary's Streets
P.O. Box 732, St. John's, Antigua, W.I.
Phone (809-46) 20545, 24265 Cable: LURIJOS Telex: 2145 CWTX AGY AK

1986 March 26

Ms. Laurene Semenza
Robert R. Nathan Associates, INC.
Suite 900
1301 Pennyslavania Avenue, N.W.
Washington, D.C.
U.S.A.

Dear Ms. Semenza:

KENYA AGRICULTURAL MANAGEMENT PROJECT

Further to our discussions on the above subject, I am pleased to enclose the following:

- o General information on Lurijos.
- o List of selected Consulting Assignments, including management training.
- o Curriculum Vitae of Clarvis J.H. Joseph and Vincent A. Richards.

Best wishes.

Yours sincerely,
LURIJOS MANAGEMENT CONSULTANTS LIMITED

Vincent A. Richards
DIRECTOR

VAR:shb

Enclosures.

Proposal for
Technical Assistance Services
in Support of Kenya
Agricultural Management Project

Submitted to the
Government of Kenya

April 4, 1986

In Response to
RFP Kenya 615-0221

by
Robert R. Nathan Associates, Inc.
Economic and Management Consultants
1301 Pennsylvania Avenue, N.W.
Washington, D.C. 20004
U.S.A.

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I. SUMMARY

Robert R. Nathan Associates, Inc., is pleased to respond to the request for technical proposals to provide assistance to the Kenya Agricultural Management Project (RFP Kenya 651-0221). We have assembled a consortium of highly qualified firms whose diverse backgrounds and experience will provide a comprehensive pool of skills and expertise directly applicable to this project.

We envision three principal objectives of this project:

- . Strengthening the efficiency and overall performance of the agricultural institutions serving smallholders
- . Assisting in the development of the Kenyan agricultural consulting sector
- . Creating an agricultural management degree program at Egerton College

We will draw on the expertise of our Kenyan counterparts during the entire life cycle of the project. These Kenyan firms have the indigenous capacity to provide managerial, technical, and training assistance to agricultural institutions, thereby ensuring that progress made during the course of the project will be self-sustaining and lead to permanent improvements in the capabilities of the agricultural institutions; these improvements will provide the incentives to smallholders to expand into surplus production.

The Agricultural Management Project is an innovative, ambitious project. We firmly support the Government of Kenya and USAID's approach to change in the agricultural sector. We believe that the project can contribute markedly to increased smallholder production; this increased productivity will generate employment opportunities and lead to increased incomes among Kenya's predominately rural population. This process, by contributing to the rural economy, will ultimately have an impact on Kenyan national development.

II. INTRODUCTION

Robert R. Nathan Associates (RRNA) is pleased to submit this technical proposal to provide assistance to the Kenyan Agricultural Management Project. RRNA is one of the foremost economic consulting firms in the U.S., with 40 years of international development experience. RRNA has undertaken over 175 projects in the past 15 years; 27 of these projects were carried out in 19 African countries.

RRNA has assembled a consortium of professional organizations with comprehensive skills and expertise whose past performance in the provision of technical assistance to international projects has earned them distinguished reputations. The two primary subcontractors who will be supplementing RRNA skills and expertise are:

- . Management Systems International (MSI), a management consulting firm specializing in the fields of project design, management and evaluation, management training, institution building, and small enterprise development. MSI has substantial experience in implementing major programs and projects in rural development and enterprise promotion. MSI is currently providing assistance to the Agricultural Management Training Programme to assist African countries in developing the manpower capacity to manage agriculture and rural projects more effectively. MSI is involved in the design of training methodologies, strategies, and materials, and the provision of "training of trainers" courses.
- . Mutiso Consultants Ltd., a Kenyan firm comprised of 50 core professionals and managed on a full-time basis by Dr. Gideon Mutiso. Dr. Mutiso has management experience in the private and public sectors; he specializes in the coordination of technical assistance.

The prime contractor, RRNA, and the two primary subcontractors, MSI and Mutiso Consultants Ltd., will each provide one long-term staff member and various short-term experts.

The RRNA consortium counts among its members two other components. First, RRNA has developed, through Mutiso Consultants Ltd., a comprehensive network of Kenyan firms and organizations that will provide technical and managerial assistance on a short-term basis. These firms will provide the skills necessary to address the diverse needs of the clients of the Agricultural Management Project. Secondly, we have secured the participation of Lurijos Management Consultants Ltd. This Caribbean-based management consulting firm is prepared to provide short-term experts to coordinate the third country training component of this project.

This assembly of professional resources, drawn from the extensive experience of these organizations in international development, technical assistance, and management training, will assure the Government of Kenya and USAID that the RRNA consortium is uniquely qualified and fully committed to the proper and effective implementation of the Agricultural Management Project.

General Overview of the Kenyan Agricultural Sector

The agricultural sector in Kenya occupies a preeminent position in the national economy, providing a large portion of the nation's food supplies and half of all exports. Moreover, 70 percent of the population derives its livelihood from this sector. Consequently, Kenya's overall economic development will continue to be contingent upon increased levels of agricultural productivity, a situation reinforced by restricted opportunities for large-scale industrial expansion and a primarily agricultural resource base.

The Government of Kenya has planned an expanded role for the agricultural sector in recent national development plans, expecting agriculture to contribute to overall development in three basic areas: augmentation of present levels of food production, expansion of existing exports and development of new agricultural exports, and creation of employment opportunities for Kenya's predominantly rural population. These are ambitious goals, further complicated because the vigorous expansion that the Kenyan agricultural sector experienced in the 1960s has given way to slow and inconsistent growth.

This decline in growth can be attributed to many external factors, including the end of the "coffee boom," international recessions, and periodic droughts. The major constraint on growth, however, remains internal: the strains of a burgeoning population. Kenya has the fastest-growing population in the world; increases in population at a rate of 4 percent per year serve to diminish any gains in productivity that may occur.

Despite the increases in population, Kenya benefits from important indigenous resources. A relatively sound infrastructure, an established agricultural research system, a growing supply of trained workers and an active private sector represent a strong foundation on which further progress can be built.

The challenge of increasing agricultural productivity, however, demands more substantive efforts, such as fundamental changes in agricultural policies, plans, and institutions. The bias toward large-scale farms created during the colonial era continues to exert its influence, despite an overall decline in the number of large-scale operations. This bias is manifested in the existing agricultural infrastructure and delivery/distribution systems designed to cater to the needs of large-scale operations.

The Agricultural Management Project reflects the need to reverse this bias; efforts to increase levels of agricultural outputs must focus on the most productive, dynamic component of the agricultural sector: the smallholders. The smallholders in Kenya are responsible for three-quarters of total agricultural production. They produce almost three-quarters of the staple grain, maize, and considerable amounts of meat and milk. Smallholder production dominates agricultural exports as well, contributing 64 percent of coffee exports and 40 percent of tea exports.

The Agricultural Management Project's emphasis on smallholders is not only justified by the magnitude of their contribution to overall agricultural productivity; two other factors play important roles as well. First, smallholders have the potential to produce larger yields per acre. Whereas large-scale operations have reached their optimal rate of productivity, there is room to expand the size of smallholder yields without increasing the amount of land under cultivation. Secondly, smallholders tend to employ more workers, as their production techniques are highly labor-intensive. These are two crucial considerations, given the limited amount of cultivable land and the ever-expanding labor supply in Kenya.

The smallholders are not completely self-sufficient; they are part of an agricultural system comprised of a series of public and private institutions, firms, and companies, providing necessary inputs such as seed, fertilizer, and credit, and arranging necessary services for agricultural outputs such as processing, marketing, and distribution. These institutions are the linchpin of the agricultural system and the key to increased productivity. The smallholders will not be encouraged to move out of subsistence farming and into surplus production, unless they are reasonably assured that they will not be exposing themselves to the risks of late delivery of inputs, lack of marketing outputs, limited availability of processing centers, and so on.

Most of the agricultural service institutions have yet to realize their potential in providing incentives to smallholders to increase their levels of productivity. Indeed, the inability of these institutions to provide services in a timely and efficient manner represents one of the major constraints on agricultural productivity. It is clear, then, that efforts to increase productivity must first address the factors responsible for the poor performance of these agricultural institutions.

RRNA Approach to the Agricultural Management Project

Our approach to the Agricultural Management Project is based on the belief that in order for the Kenyan agricultural sector to move forward, the private sector must increasingly provide inputs and purchase outputs, and reliance on Government departments or Government-owned or mandated monopolistic enterprises must be reduced. The latter will result in increased efficiency and competition. In our analysis, we envision three principal components:

- . Provision of consulting assistance to private and public organizations
- . Improvement of the performance capabilities of small Kenyan consulting firms
- . Development of an agricultural management curriculum at Egerton College

The assistance provided by the Agricultural Management Project to improve the productivity of private firms and Government organizations will make a direct contribution to shifting the emphasis to the private sector.

It is clear that Kenya must move toward a more open, competitive agricultural system. The transition, after years of widespread government intervention, will not be easy. The first component of the project will be facilitating this transition by assisting firms and organizations to increase their levels of productivity and efficiency and to become more competitive.

The example of cooperatives will serve to illustrate this point. Many cooperatives are already bankrupt and are surviving only as a direct result of protection and subsidies from the Government. If agricultural productivity is to increase, the cooperatives must become more efficient. The Agricultural Management Project will provide direct assistance to those organizations, private or public, that have the will to meet the competitive challenge.

The second component of the Agricultural Management Project entails the provision of management consultancy assistance by a network of Kenyan firms. In the past few years, a substantial number of small consulting firms have emerged, many working in the agricultural sector, that are slowly acquiring clients and gaining experience.

We consider the development of private Kenyan consultants in agriculture and training an important aspect of this project. Indeed, the role of foreign consultants is limited, due to their high cost and limited capacity to work with small firms. It is essential that consultancy to Kenyan agriculture develop in such a way that it will prosper and sustain itself with very limited foreign inputs.

The emphasis on large-scale consulting in Kenyan agricultural activities has had a deleterious impact on domestic consultants: it has made them, in most cases, satellites to large American and European consultants, without direct responsibility for their work. The scale of tasks was such that very few Kenyan firms had the manpower resources or the financial strength to undertake them. Management consulting at the national level for large organizations is often superficial, simply because the government has no experience with the smaller organizations; at the national level it is almost impossible to come to grips with the realities of operations in rural areas and small towns. The Agricultural Management Project provides a unique opportunity to support the development of Kenyan

consulting firms. This explicit objective is developed in the last section of this chapter and in Task 9 of the Work Plan (see Chapter IV).

The third component of the project is to support the development of an agricultural management program at Egerton College. This program will train consultants in agriculture-related areas. Client reports from the Agricultural Management Project will provide a valuable collection of raw materials suitable for development into case studies. Our approach to supporting the development of this curriculum and making use of Egerton resources is described in Task 10 of the Work Plan.

Basis of Project Approach

Our approach is based on several important factors. First, economic efficiency is best achieved in a competitive environment. Government intervention in the pricing structure of the provision of services to the agricultural sector is never efficient. There are substantial losses from the impositions of distortions in the pricing mechanism. Second, Government services are often provided with no acceptable consideration of the returns on expenditure; bureaucratic organizations emerge concerned only with their survival and expansion through budgetary appropriations, rather than the quality and cost of the services they are supposed to deliver. Third, Kenyan agriculture has been successful largely because Government interference has been limited. Most price interventions and monopoly provision of services to farmers have arisen from practices of the British colonial administration; they have been perpetuated in much of the multilateral agricultural lending programs, and are probably inefficient. Recognition of the success of competitive smallholder agriculture has come very slowly.

We offer two additional observations relevant to the Kenyan situation:

Kenya and the World Agricultural Market

Modern agriculture has become increasingly competitive; technologies of production, processing, and management have improved and have been widely disseminated. World demand for any particular product tends to become saturated and increases slowly with population growth and income. These conditions have affected most traditional tropical export products. Expansion of production of the standard commodities, such as tea, coffee, and sisal, in Kenya is not really economic; yet Government monopoly marketing organiza-

tions focus almost entirely on promoting these products. Development expenditures of these large marketing organizations should be directed toward expanding production of other commodities.

The pressing requirement is the establishment of a smallholder agricultural sector in Kenya with sufficient flexibility to grow new crops and shift cultivation patterns in response to world market trends. The experience of the past three decades allows us to assert with absolute confidence that this adjustment and the necessary technology, processing, and quality control will never be achieved through the government. Furthermore, the deeper the Government involvement, the more difficult it will be to achieve the needed flexibility; all bureaucratic systems have great resistance to change. The lack of increased profitability to force adjustment and recognition of the need for change prevents quick shifts of direction and recognition of opportunity accompanied by risk. The growth of horticulture and flower cultivation in Kenya is an example of everything being carried out in a competitive environment by the private sector, from recognition of opportunity to provision of input services and marketing, free of Government interference.

Cooperatives

The cooperative has come to occupy a very important place in Kenyan agriculture. Yet cooperatives have not been economically successful, because the Government has shielded them from their own shortcomings. The preservation of inefficient organizations that absorb rather than generate surpluses leads to agricultural stagnation. There is an urgent need for marketing or service-provision cooperatives that cover their own costs. We are well aware of the political and social role attributed to cooperatives; however, we cannot expect the nation to subsidize these organizations indefinitely. Historical experience has shown that such protection preserves the poverty level, rather than working to reduce it.

Based on these observations, it is our approach to use the Agricultural Management Project to raise economic efficiency of organizations providing services to smallholders. By raising efficiency we mean higher productivity (output per unit of input) or lower cost operations. The improvements recommended must, wherever feasible, pass a benefit-cost test. It is extremely important to work toward increasing efficiency within the existing framework of macro-policies; this objective would be the major consideration in our work.

The Pricing of Kenyan Consulting Services

We would like to suggest alternatives to the payment schedule for the services of local consultants. The RFP stipulates that the client is to pay 25 percent of the fees and charges of Kenyan consultants. The philosophy behind this is that if consulting services were given away, they would be allocated by administrative, rather than economic decisions; if, on the other hand, the price for consulting services is too high, the services will not be used.

There are two points we would like to make relevant to this consideration. First, the existing pricing structure of Kenyan consulting firms is confusing and disorganized. The best individual consultants can work on the international market and command salaries consistent with international levels. Those who work permanently inside Kenya, however, work in a job market with sharply lower salaries. This difference results in considerable conflict over fees and leads local consultants to believe their fees are low in comparison with international standards. Consequently, in association with international consultants or in work for international or bilateral assistance organizations, local consultants' fees are inflated, yet appear low in comparison with international standards. Fees for domestic clients are reduced and highly competitive. There is a general lack of efficient accounting standards to establish true overheads. Most non-engineering consulting firms suffer from small staffs with limited experience. Finally, many consulting firms' principals have other full-time jobs. These factors make the establishment of a proper fee structure for Kenyan consultants very difficult.

The successful development of the Kenyan consulting sector requires pricing structure and fees that cover costs. These fees must, however, be sufficiently high to induce demand. At this time, very little is known as to the local level of fee demand outside the Government-driven infrastructure, utility sectors, and the construction industry.

Second, the proposed pricing structure may result in a spread between cost and fees that will retard the growth of the consulting firms. Once the Agricultural Management Project is completed, the fees charged will increase up to four times and the market may react quite negatively. Providing unsustainable fees for Kenyan consultants for a small number of person-months will only harm the development of the consulting sector.

We suggest that, given these factors, the whole question of pricing of services should be reconsidered at the start of the project. Clients should pay the full economic cost of services; Kenyan consulting firms should receive their real long-term costs. The pricing policy of the Agricultural Management Project is one of its most critical aspects, and we believe alternative levels of fees should be considered by the Project Coordinating Committee. The principle that clients must pay is, of course, mandatory. Our concern is that the market adjust to fee levels which will insure the long-run development of the consulting sector.

Criteria for Client Selection

The RFP for the Agricultural Management Project lists the general areas within which clients are to be sought:

Public

1. GOK district offices
2. Field offices of parastatals

Private

3. Regional firms
4. Independently operated cooperatives
5. Full offices of private firms

The intention of the project is to develop clients in each of the above five areas. One aspect of client selection should be the suitability of the problem for analysis by the project team members. Four client selection criteria are relevant:

- Probable existence of a specific problem that can be solved through management consulting. Some problems arise from structural characteristics of the Kenyan agriculture system. Such macro-level policy issues are not going to be addressed by this project. However, one must avoid the error of blaming structural issues for all the difficulties. Very often a great deal can be accomplished within the given "rules of the game" to improve efficiency.

- . Capacity of consultant through its associated Kenyan firms to manage any technical problems. Management and technical problems often go hand-in-hand; for example, quality control can only be achieved with vigorous management supervision, but equipment and technical training may also be necessary. We believe there is substantial room for both technical and management innovation, and these will often go together. The technical innovation, however, must not be overly ambitious. Development of new seed varieties is obviously a task to be carried out on other projects; but better quality management by seed distribution may achieve dramatic results at a much lower level of technical input.
- . Strong support for use of the project services by the local organization. In the five above client categories, there are subordinate offices and organizations. It is important that the project services be requested by the local organization, not imposed by a head office.
- . Open-mindedness of client. Many clients may believe that the solutions are obvious; there may be interest in particular solutions which are not necessarily in the best interest of the organization. It is therefore essential that the project develop a reputation for finding the best solutions, and not feeding back clients' preconceived notions.

These four criteria can only be assessed by the Project staff during initial discussions with clients. There are then four considerations in client selection:

- . Fitting the client's activity into the overall purpose of supporting the development of small holder agriculture
- . Willingness to pay for the project services
- . Making a set of criteria to address the ability of the Project to solve the client's problems
- . Maintenance of an adequate distribution of client types

Other criteria, such as geographic or product distribution, might be considered. However, in the absence of any idea of the size or the group of potential clients, the above four screening criteria should provide sufficient direction during the initial period. We discuss this in further detail in our Work Plan.

Organization of the Proposal

The remainder of this technical proposal is divided into three chapters. Chapter III presents a broad overview of the institutional qualifications and experience of RRNA and its subcontractors. Our detailed Work Plan is presented in Chapter IV, including the detailed approach to be followed, the time phasing of the project activities, and the allocation of project resources to these tasks. The proposed organization and staffing for the Agricultural Management Project are described in Chapter V. Complete curricula vitae for the core team members and various short-term personnel appear in Appendix A. Further qualifications of the firms providing short-term personnel appear in Appendix B. Appendix C contains a complete list of all RRNA projects in developing countries since 1970. The RRNA financial statement appears in Appendix D. Appendix E contains an addendum to the Work Plan.

Much ingenuity, imagination and flexibility are required to respond to the diverse needs and adapt to the numerous challenges inherent in an ambitious, experimental assistance program such as the Agricultural Management Project. We firmly believe that the RRNA consortium has the talent, ability, and proven expertise to carry out this complicated yet vital endeavor.

III. QUALIFICATIONS AND EXPERIENCE OF ROBERT R. NATHAN ASSOCIATES, INC. AND CONSORTIUM MEMBERS

Introduction

This chapter describes the institutional experience and qualifications that will be brought to bear on the Agricultural Management Project. We are fortunate in having a consortium with proven management and technical expertise, both of which are crucial to strengthen the institutional capability of the intermediary institutions in Kenya's agricultural sector and to provide necessary skills through the design and implementation of training programs.

RRNA, as prime contractor, will assume responsibility for the overall management of this project. RRNA has a proven ability to implement international projects and provide effective managerial support. RRNA has had extensive experience in arranging short and long-term assignments and seeing that the assignments are carried out in a timely and professional manner.

RRNA is joined in this effort by a team of highly qualified firms. Management Systems International (MSI) specializes in management training, institutional strengthening, and small enterprise development in developing countries, and has had considerable experience in African countries. Mutiso Consultants Ltd. is a Kenyan firm with a broad range of experience in management and technical assistance. Mutiso Consultants Ltd. will coordinate the services of the ten Kenyan firms that will provide short-term consultants. Finally, Lurijos Management Consultants Ltd. will provide short-term consultants for the third country training component.

The following section presents the capabilities and previous relevant experience of RRNA. A complete list of

RRNA overseas projects since 1970 appears in Appendix C. Subsequent sections highlight past project activities of MSI, Mutiso Consultants Ltd. and Lurijos Management Consultants Ltd. Additional qualifications of these firms appear in Appendix B.

Robert R. Nathan Associates

General Background

Founded in 1946, RRNA is the oldest and one of the most experienced economic consulting firms in the United States.

The permanent staff numbers approximately 50 professionals, representing a wide range of specialties applicable to this project. The staff proposed for this project are experienced in development work, project management, and small-scale enterprise. Additionally, they have a working knowledge of AID contracting and financial reporting requirements, as RRNA has undertaken 96 AID-funded projects since 1970. Senior staff members and officers of RRNA are available to backstop the regular project staff if and when the need arises.

RRNA maintains a large roster of consultants to supplement the expertise of its permanent staff, which provides a diversity of skills to match special needs of clients. Over 100 of these specialists have previously served on RRNA field missions.

To support financial administration of its projects, RRNA has a highly qualified staff of accountants and financial analysts working under the supervision of the firm's Treasurer, Mr. J.P. Penkusky, supported by a computerized cost accounting and project tracking system. A mini-computer, word processing and telex equipment, and in-house library research services are at the immediate disposal of the professional staff.

In supporting long-term overseas activities, RRNA schedules regular visits by a member of the home-office support team, and is always prepared to add more trips should the need arise. Another important component for both long- and short-term advisors is the briefing they receive before going to the field. This helps ensure continuity and efficiency in fulfilling project requirements.

Moreover, to improve start up of long-term projects, RRNA often sends a home office representative to the field with the Chief of Party for a six- to twelve-week period to assist in administrative and logistic matters concerning staff maintenance and support. This arrangement allows the advisory Team Leader and his/her staff to concentrate on technical concerns and developing professional contacts.

RRNA has provided technical assistance and advisory services to more than 60 developing countries in the Middle East, Asia, Africa, Central and South America, and islands in the Caribbean and South Pacific. RRNA experience in Africa since 1970 totals 27 projects in 19 countries. In many of the countries in which RRNA has worked, the firm has been selected repeatedly for assignments in national and regional planning; sectoral studies in agriculture, transportation, and finance; and specific project identification, transportation, and finance and investment planning.

These services have been provided with financial support from a wide variety of international funding agencies, including the World Bank, the Asian Development Bank, the Agency for International Development, the United Nations Development Programme, the Central American Bank for Integration, and the Inter-American Development Bank. Some of RRNA's work in the developing countries has been financed entirely by the countries themselves. In specific projects for which objective evaluations of their financial feasibility and impact on the countries involved have been sought, RRNA's work has been privately financed by potential investors.

Three important elements consistent throughout RRNA's international activities deserve special mention. First, regardless of the source of funding, project activities have been conducted in close collaboration with the national and regional institutions of the countries concerned. Second, in all our international undertakings, the establishment of an improved host-country staff capability has been a major consideration, and we have consistently sought to incorporate counterpart staff development in our work. Hence, throughout its projects, RRNA has conducted formal and informal training activities for host-country staff in planning and project design and analysis. Third, many of RRNA's overseas efforts have been multidisciplinary projects, and the firm has developed a strong capability for effectively managing and integrating a range of economics, engineering, and social science skills.

RRNA Past Performance References are shown in Table 1.

Table 1. RRNA Past Performance References

| Project name, location and dates | Client and Reference | Amount of contract | Consultant role | Project Manager |
|--|---|-----------------------|--------------------|--------------------|
| Private Investment Encouragement Fund Cairo, Egypt 1980-82 | USAID/Cairo Mr. Tom Tift Project Officer | \$ 594,900 | Sole Contractor | Mr. Gunn |
| Financial Managers Training Program Washington, DC 1977-84 (intermittent) | USAID Office of Training Washington, DC Ms. Andra Herriot (202) 235-9070 | \$ 151,000 | Sole Contractor | Dr. Beyer |
| Agricultural Development Study Central African Republic 1981-82 | The World Bank 1818 H Street, N.W. Washington, DC Mr. David Klaus Project Officer (202) 477-5277 | \$ 94,700 | Sole Contractor | Mr. Manring |
| Design of Private Enterprise Promotion Program Sri Lanka 1982 | USAID Washington, DC Mr. Edward Thomas Contracts Officer (202) 632-8335 | \$ 148,000 | Sole Contractor | Dr. Johnson |
| Evaluation of Potential for Processing Fruits and Vegetables in Five West African Countries West Africa Region 1982-83 | USAID Washington, DC Mr. Edward Thomas Contracts Officer (202) 632-8335 | \$ 43,680 | Sole Contractor | Dr. Fay |

(continued)

Table 1
(continued)

| Project name, location and dates | Client and Reference | Amount of contract | Consultant role | Project Manager |
|--|---|-----------------------|--------------------|--------------------|
| Design and Implementation of Irrigation Management Systems Egypt 1982-86 | Eng. Ahmed Ali Mazen Undersecretary of State for Planning Ministry of Irrigation P.O. Box 114 Hadayek Shoubra Cairo, Egypt | \$2,663,790 | Subcontractor | Dr. Hughes |
| Evaluation and Training in Municipal Finance to Kenya Small Towns Kenya 1983 | USAID/Kenya P.O. Box 30261 Nairobi, Kenya Mr. Frederick Hansen Project Officer | \$ 30,450 | Sole Contractor | Mr. Tallman |
| Study to Increase Credit for Small Scale Enterprises Lebanon 1983 | USAID Office of Aid Representative/Beirut Washington, DC Mr. David Mandel Project Officer | \$ 47,785 | Sole Contractor | Dr. Fay |
| Agricultural Policy Analysis Project Worldwide 1983-88 | USAID Bureau for Science and Technology Office of Agriculture Washington, DC Dr. Richard Suttor Project Officer (703) 235-8946 | \$2,795,690 | Subcontractor | Dr. Blaich |

(continued)

Table 1
(continued)

| Project name, location and dates | Client and Reference | Amount of contract | Consultant role | Project Manager |
|---|--|-----------------------|---------------------|--------------------|
| Development and Implementation of Rural Finance Project Bangladesh 1984-86 | Mr. Kamal Uddin Ahmed Chief Officer Agriculture Credit Dept. Bangladesh Bank Dhaka, Bangladesh | \$1,981,440 | Prime Contractor | Dr. Armstrong |
| Agricultural Policy Inventory El Salvador 1984 | USAID LAC/DR Washington, DC Mr. Dwight Steen Project Officer (703) 235-2204 | \$ 200,085 | Subcontractor | Mr. Rourk |
| Housing Needs Assessment Kenya 1984 | USAID Office of Housing and Urban Programs Washington, DC Mr. Sean Walsh Project Officer (202) 632-0161 | \$ 28,400 | Sole Contractor | Mr. Rourk |
| Review of AID Private Sector Development Initiative Washington, DC 1984 | USAID Bureau for Policy and Program Coordination Washington, DC Ms. Sande Reinhardt Project Officer (202) 235-2274 | \$ 74,716 | Sole Contractor | Mr. Rourk |

(continued)

Table 1
(continued)

| Project name, location and dates | Client and Reference | Amount of contract | Consultant role | Project Manager |
|---|--|-----------------------|---------------------|--------------------|
| Management Information Systems, Ivory Coast 1985 | African Development Bank B.P. No. 1387 Abidjan Ivory Coast Mr. E.A. Ekerendu 32-07-11 | \$ 32,418 | Sole Contractor | Mr. Roscoe |
| Small and Micro-Enterprise Institutional Support Worldwide 1985-1990 | USAID Bureau for Science and Technology/RD/EED Washington, DC Mr. Michael Farbman Project Officer (202) 235-8881 | \$6,844,272 | Prime Contractor | Dr. Timberg |
| Technical Assistance to the Transport Sector, Ghana 1986-1987 | UNDP/OPE New York, NY Mr. Gerbert (212) 906-6253 | \$ 739,780 | Joint Venture | Mr. Fritz |

RRNA Experience in Kenya

RRNA has implemented two projects in Kenya in the past three years. Our involvement in these projects has reinforced our knowledge of Kenya's urban and rural environments, and demonstrates RRNA's ability to provide, in an efficient manner, assistance services similar to those required by the Agricultural Management Project. These include, for example, evaluation of financial management performance and needs assessments. Brief descriptions of these projects are presented below.

Small Towns Financial Management

During the period October through December 1983, as a part of the Kenya Small Towns Shelter and Community Development Project, RRNA provided a local finance specialist to evaluate the financial management of nine towns. The purpose of the evaluation was to determine which -- if any -- of the towns maintained accounting and budgeting systems adequate to justify their participation in the funds to be made available through the Small Towns Project.

Based on short, on-site evaluations in each of the nine town, urban, and municipal councils, it was found that four of the councils met acceptable financial management standards. Three were of doubtful performance, and two were clearly unacceptable for participation in the Small Towns Project.

Much of the unsatisfactory level of local financial management was attributed to the following:

- . Failure to develop and maintain a uniform code of accounts and procedures
- . Failure to employ and train an adequate number of supervisors and financial and system analysts
- . Lack of materials explaining financial management at the local level

A number of recommendations were submitted to overcome the inadequacies in financial administration, budgeting, and project selection and implementation. In summary, the recommendations called for more effective guidance, supervision, and monitoring by the Ministry of Local

Government, and increased staff and training for the local units of government.

Housing Needs and Affordability
Assessment

A 1984 RRNA project entailed the field application of a microcomputer model designed to assist developing countries in assessing their current and future housing needs. This model was also designed to facilitate the development of realistic housing policies to meet those needs within constraints imposed by household incomes and available financial resources. The methodology was prepared to assist policymakers, planners, and analysts in developing a range of estimates of housing needs in Kenya.

Procurement and Technical Assistance
in Implementing Computer Systems

Because of its relevance to the proposed project, we would like to emphasize our work in providing computer applications and management assistance. At its head office in Washington, D.C., RRNA has a trained staff, sophisticated in-house computer facilities, time-sharing services, and additional computer consultants available when needed.

The RRNA computer center contains a Data General MV4000, using 32-bit processors. The system easily handles heavy processing loads encountered in such applications as financial modeling, econometrics, and the manipulation of large data bases. The system includes a tape drive and a modem for communications with other computer systems.

RRNA is able to provide the highest quality of technical assistance to developing countries, including:

- . Selection of appropriate systems
- . Installation and maintenance of systems
- . Training in all aspects of computer applications and management information systems

Two examples of RRNA assistance in selecting and installing appropriate computer facilities and training staff in computer applications are given below.

Ministry of Irrigation, Egypt

RRNA is providing technical assistance to improve operating efficiency and strengthen the project planning capabilities of the Ministry of Irrigation in Egypt. As part of its overall function, RRNA has helped the Ministry in the selection of a minicomputer and appropriate software and is now working with the implementation of the system. The principal initial functions are data base management, economic and financial analysis, and statistical analysis. An important ongoing task is the training of approximately 30 Egyptian staff in applied computer analysis. Prior to the installation of the mini, RRNA introduced microcomputers to the Ministry, primarily for economic analysis. Technical support continues to be provided by RRNA's computer specialists.

Macroeconomic Policy Analysis, Bolivia

In October 1984, RRNA began a two-year AID-funded project to strengthen the capabilities of the newly formed Bolivian Policy Analysis Unit, which reports directly to the Economic Council, to undertake relevant policy research and analysis. Upgrading of the unit's computer facilities and staff is currently underway; new and more powerful microcomputers and software have been selected. An internal data base on the Bolivian economy is being established for the system, a major macroeconomic model is being loaded onto the new system, and complex statistical analyses are being undertaken. RRNA is responsible for ongoing training of the unit's staff on its new microcomputer system.

The following sections contain brief descriptions of relevant RRNA project experience. These project descriptions, presented under three broad rubrics -- agriculture-related projects, institutional development, and training assistance -- will serve to illustrate our ability to carry out the proposed services for the Agricultural Management Project.

Capability and Experience of RRNA in Agriculture-Related Projects

RRNA has provided consulting services in a variety of efforts to promote agricultural development and rural enterprise. These services have ranged from regional and transportation planning, in which agriculture had prime importance, to more narrowly

focused project design and study. These studies have been undertaken mainly in tropical countries having widely varying agricultural resources, crops, and institutional characteristics.

All these consulting efforts have benefitted from RRNA's integrated approach, which emphasizes detailed analyses of the various components of the agricultural sector and their relationships to one another and to other sectors of the economy. Projects are evaluated within an analytical framework encouraging explicit consideration of the technical feasibility of production, markets for inputs and outputs, credit requirements, availability and costs of transport, access to market information, and the human resources necessary for successful implementation of projects. This process leads to the establishment of project priorities in terms of their potential contribution to the overall national economy and to individual farmers. In each of these studies, RRNA teams have incorporated economists, agronomists, water resource engineers, and other agricultural specialists. A brief sampling of RRNA activities in agricultural projects in Africa is presented in Table 2.

Central African Republic

In 1981-82, RRNA prepared a multi-year integrated rural development project for the 180,000-square-kilometer cotton zone of the Central African Republic. The RRNA project study, funded by the World Bank, identified and appraised a set of actions in applied research, extension, training, production technology, marketing, and rural infrastructure (roads, water supply) that would help vitalize cotton and food crop production in the zone. Costs and benefits of the proposed investments were analyzed, and a project organization plan was established, centering on Societe Centrafricaine de Development Agricole (SOCADA), an autonomous parastatal agency.

Gambia River Basin

In 1978, RRNA prepared a development planning study for the Gambia River Basin. Using data collected by a Multidonor Mission to the Gambia Basin and additional data developed by RRNA analysts, the firm formulated and appraised alternative development

Table 2. Selected RRNA Projects in Agricultural Development in Africa

| Country, title, year | Client | Agricultural economics/ sector planning | Animal production and protection | Crop production and protection | Institutional development | Soil and water management | Agribusiness | Appropriate technology, evaluations, methodology |
|--|-------------------|--|---|---|------------------------------|---------------------------------|--------------|---|
| <u>Botswana</u> | | | | | | | | |
| Evaluation of livestock production 1971 | IBRD | x | x | | | | | |
| <u>Central Africa Republic</u> | | | | | | | | |
| Cotton zone agricultural development study 1982 | IBRD | x | | x | | | x | x |
| <u>Gambia</u> | | | | | | | | |
| Evaluation and preparation of alternate development strategies 1978-89 | AID | x | x | | | x | | x |
| <u>Ghana</u> | | | | | | | | |
| Agricultural sector study 1969-70 | Govt. of Ghana | x | | | x | x | | x |
| <u>Tunisia</u> | | | | | | | | |
| Evaluation of World Bank- funded agricultural development projects 1971 | IBRD | x | | | | | | x |
| <u>West Africa</u> | | | | | | | | |
| Examination of potential for processing fruits and vegetables 1982-83 | AID | x | | x | | | x | |

strategies for the Basin designed to augment primary sector production, increase rural per-capita income, improve income distribution, and stimulate rural sector employment. Each strategy was composed of programs and projects in rainfed and irrigated agriculture, livestock, and forestry.

A computer model integrating the three Basin subsectors (agriculture, livestock, and forestry) was built by RRNA to simulate implementation of alternative strategies. The model enabled RRNA and sponsoring agencies to determine major effects of these alternative strategies, including impacts on agricultural and forest production, employment, income, foreign trade, and food supply and nutrition. In 1979, government planners from Senegal and Gambia worked with RRNA in Washington, D.C. to select and further analyze a priority development strategy for the Basin, using the RRNA model and Basin planning study.

Ghana

In Ghana, in 1969-70, a large RRNA team conducted a study of the agricultural sector. This team was one of three (the others worked on water-resource development and transport) that provided a comprehensive framework of policies and projects for the Government of Ghana. The team included specialists in crops and soils, irrigation, marketing and processing of farm products, mechanization, livestock, and agricultural economics and finance. This study also included nationwide field surveys designed to identify constraints on farmer participation in improvement and marketing programs.

For those combinations of crops, geographic areas, and methods of improving production that were judged to be sufficiently profitable, campaigns were outlined and recommended for achieving specified production increases in five and ten years. Improvements in marketing facilities and practices needed to complement these production programs were given special attention.

The PACT Consortium

A three-person RRNA team examined the AID grantee PACT, a consortium of 20 PVOs that selects and funds projects around the world. The RRNA team visited PACT community projects in seven countries: Kenya, Togo,

Liberia, Senegal, Colombia, the Dominican Republic, and Honduras. The team reviewed a number of microindustries associated by training and credit, and self-help irrigation works constructed by agricultural cooperatives.

Agricultural Policy Analysis Project

In association with Abt Associates, Inc., Abel, Daft, and Early, and Oklahoma State University, RRNA is currently engaged in implementing the five-year Agricultural Policy Analysis Project (APAP) sponsored by USAID. Services provided by RRNA for this project cover a broad range of policy analyses pertaining to the agricultural sector: price regulations, agricultural credit, research and extension services, and marketing of agricultural outputs and inputs. These services have been provided to date in El Salvador, Mauritania, Pakistan, Niger, Bolivia, and Madagascar.

Nepal

In 1979-80, RRNA undertook a financial and economic analysis of the design of an integrated rural development project proposed by USAID for the Government of Nepal. This major project involved a variety of rural sector programs; cereal grains, livestock, forestry, extension, marketing, off-farm employment, and social service infrastructure were important components. Agricultural credit was a key input in a "small farmer" development program designed to increase productivity of farmers with small holdings. RRNA's economic and financial analyses culminated in a USAID Project Paper.

Guyana

From 1978 to 1980, RRNA assisted the Guyana Ministry of Agriculture and USAID in the design, implementation, and analysis of a survey of Guyana rural farm households, aimed at providing agricultural sector planning data. This survey yielded information on the income of farm households from nonfarm and farm sources, including crop production and livestock enterprise. The RRNA analytical report focused on the characteristics of the low-income farm households and the factors affecting their productivity, expenses, and net farm income.

Under a separate agreement, in 1974 RRNA performed a development planning study of Guyana's food crop sector. This project involved a team of seven specialists who examined all aspects of food crop production, processing, marketing, storage, and consumption.

Thailand

In 1975, an RRNA team analyzed the feasibility of a proposed project to increase the production and processing of silk by poor farmers in a Thailand settlement area. The RRNA team found that the project as designed had a very low net rate of return. RRNA researched design alternatives and made recommendations that substantially improved projected profitability. The RRNA team also recommended improvements in product line and marketing for silk fabrics, instead of reliance on marketing of yarn alone.

Gwangju, Korea

Under UNDP auspices, in 1974 and 1975 RRNA prepared a comprehensive, multisectoral plan and formulated a medium-term investment program for the Gwangju Region, Republic of Korea. Economic projections were made by sector and by location to coordinate future employment requirements with the projected growth in population. In the agricultural sector, among other initiatives, projects to provide the Region's first storage facilities for onions and sweet potatoes were designed as a means of stabilizing the prices of these crops, thus enhancing farmer incomes.

Sumatra, Indonesia

In 1977, RRNA completed a two-year regional planning study for five provinces in Sumatra. The study was undertaken for the Directorate of Urban and Regional Planning (Tato Kota) and financed by the World Bank, with the objective of preparing an integrated program of specific investment projects and policies in agriculture, irrigation, transportation, power, and social services for the period 1977-1983. Particular attention was given to small holder agricultural programs that would improve the long-term income potential of this large segment of the region's population. It was intended that this investment program be used as a guide for project selection and program planning by BAPPENAS (the central government planning agency), various central ministries, provincial governments, and international agencies.

El Salvador

In June 1984, RRNA initiated a three-month technical assistance project for policy analysis of the debts of agricultural cooperatives in El Salvador. This project was sponsored by USAID.

In early 1970, the firm completed a five-volume report for the Government of El Salvador and USAID, providing an agricultural sector analysis of El Salvador for the period from 1970 to 1990. Central to the study was a field survey of representative farmers that produced basic information about farm tenure, operation, inputs, and outputs. The end result of the sector study was a lengthy list of justified projects in livestock; in irrigation, forestry, and other areas of land improvement; in education, including research and extension; in marketing and price support; in diversification; and in rural credit. These projects have formed the basis for sector loan negotiations between the Government of El Salvador and interested international agencies.

Afghanistan

Resident RRNA advisory teams served in Afghanistan from 1961 to 1971. Agricultural economists were important members of these teams and functioned in the areas of agricultural planning, plan implementation, and strengthening of institutions serving the agricultural sector, especially the Agricultural Bank. Existing irrigation projects and proposals for future irrigation programs were reviewed, and assistance was provided in organizing and implementing a successful program to increase wheat production. Attention was also devoted to formulating price policies for agricultural commodities, and to improving the data base for agricultural planning.

Also in 1971, a separate RRNA team completed a major agricultural sector planning study in Afghanistan under an Asian Development Bank contract. The field team included nine specialists and examined all phases of Afghan agriculture, timing its work to coincide with the government's preparation of the Fourth Five-Year Plan. The study was policy and action-oriented, emphasizing priority projects for crop and livestock development, credit, irrigation, marketing, and government programs in extension and long-range planning for agriculture.

One important component of this RRNA effort was a farm survey to determine the willingness of Afghan farmers to accept innovations in the use of seeds, fertilizer, credit, and other agricultural inputs. Personal interviews with nearly 700 farmers were conducted in several provinces, making possible detailed analysis of tenure and credit conditions, cropping systems, commercialization, and farmer contact with government agricultural development agencies.

Expertise in Institutional Development

The strengthening of host country institutions has always been an important element in the firm's work in economic development. This priority is based on the recognition that, even if short-term objectives such as increases in output, improved income, and living conditions are achieved, these may prove transitory in the absence of the development of local technical, managerial, and financial capabilities to build on the results that may be achieved with expatriate assistance. RRNA experience in post-project evaluations has demonstrated that the development of an indigenous capability to achieve maximum long-term benefits from short-term technical assistance depends on the availability of trainable counterparts, adequate financial and policy support and, most important, involvement and commitment of target populations to continue and build upon the short-term achievements. Selected RRNA activities in strengthening host country institutions are presented below.

Lembaga Kemajuan Pahang Tenggara (DARA), Malaysia

From 1976 to 1980, RRNA provided assistance to DARA in the implementation of the Pahang Tenggara Development Program. At the outset, a team of eight advisors was integrated into the staff of DARA to assist in management, financial planning, transport, community development, environmental regulations, and demographic studies to guide policy formulation for the population expected to reside in expanded and new towns in the development area.

In addition to providing implementation assistance, RRNA's trained local personnel to assume full management responsibility. By early 1980, only two RRNA staff members were still required by DARA, one in transportation and the other in community development.

ARIES: Assistance to Intermediary
Groups for Supporting Small and
Micro Enterprises

In October 1985, RRNA began a five-year contract with the USAID Office of Science and Technology to provide research, training, and technical assistance to intermediary organizations in developing countries -- PVOs, banks, small business organizations, etc. -- to improve their delivery of services to small and micro enterprises. The project will assist the sector in expanding its base, provide services to a larger proportion of the entrepreneurs, and make more efficient those organizations and programs designed to work with small-scale and micro-businesses. ARIES works with the organizations that implement assistance projects for small and micro-entrepreneurs, both to disseminate and improve project techniques and to strengthen the organizations' abilities to conduct programs successfully. ARIES also helps organizations in this subsector to run their programs more efficiently, and thus expand the base of assistance available.

Ghana: Technical Assistance
to the Transport Sector

RRNA, in association with a Canadian engineering firm, is currently providing five experts to provide technical assistance to the Ministry of Transport and Communications and the Ministry of Roads and Highways. The overall objective of the project is to support the strategies of the Government of Ghana's Economic Recovery Program, which is aimed at improving the efficiency and effectiveness of the transport sector.

Two experts are providing the transport planning unit of the Ministry of Transport and Communications with a data-gathering system that will be able to produce, on a regular basis, the transport statistics required by decision makers. They are also developing a sector planning capability within the transport planning unit, to the extent requirements demand and available resources will allow.

In addition, three experts will assist in the strengthening of the organization and management functions of the Ministry of Roads and Highways and its agencies, using as a basis the findings and recommendations of a recent MRH Reorganization study. Then experts will assist in the implementation and reorganization program and develop the capabilities of the relevant units of the MRH to enable

it to carry out its sector planning, programming, and budgeting responsibilities (including statistics and research).

Agricultural Institutions and Credit

Development of a wide variety of local level institutions in rural areas has often been a key element in RRNA development studies. In addition, agricultural sector studies conducted by RRNA have included analysis of the needs for credit as an "input" to expansion of production, and of the adequacy of the institutions, procedures, and mechanisms of the agricultural credit system to meet the needs of small farm operators. Based on these analyses, recommendations for modifications of institutions, expansion in flow of credit, and improvement in administration of agricultural credit systems have been made.

El Salvador

From 1976 through 1980, our agricultural sector study in El Salvador examined existing levels and institutional sources of credit for farmers, and then recommended revisions in the system to improve the availability and use of credit. Particular emphasis was given to promoting rural cooperatives, strengthening the role of private banks, and establishing an Agricultural Development Bank.

Bangladesh

Under a USAID/Bangladesh Bank contract, RRNA began a comprehensive study of rural financing mechanisms in 1984. This is a two-year project to assist the Bangladesh Bank in creating an economically viable system to provide reliable savings and credit facilities for private farmers and entrepreneurs. RRNA is providing a variety of advisory services to support policy reforms in savings mobilization and loan recovery, strengthen the rural financial system, and complete a financial sector review and recommendations.

Central America

RRNA conducted a pilot study of a crop insurance program for countries in Central America, including a reinsurance scheme with regional participation. In the conduct of this study, credit programs in three Central American countries were analyzed to determine the impact of

crop failure on farmers' long-term income and the demand for agricultural credit.

Bolivia

From 1976 to 1981, RRNA was the prime contractor in providing technical assistance to the National Community Development Service in establishing and managing a new agricultural credit program for small farm operators, channelled through farmer organizations and agricultural cooperatives. The technical assistance included training SNDC personnel and staff of local and regional cooperatives in project analysis to support loan applications, preparing of training manuals and reporting forms, and strengthening the management of local cooperatives and small farmer organizations.

Afghanistan Agricultural Bank

As an important component of its assistance to the Government of Afghanistan from 1961 to 1972, RRNA staff worked closely with the Agricultural Bank to strengthen organization and administration and, on the basis of these improvements, to obtain external funds for an expansion of its lending to farmers.

RRNA staff played an important role in obtaining long-term advisors from the UNDP to assist the Bank in reorganization and in obtaining an IDA loan to expand the Bank's lending operation. Members of the RRNA team also assisted the Agricultural Bank and the IBRD in reviewing the progress of the agricultural credit program and in formulating projects for technical and financial assistance to the Bank.

RRNA Experience in Training Assistance

RRNA has prepared and taught many training courses over the past decade for a diversity of clients including the U.S. Agency for International Development (AID), the Asian Development Bank (ADB), and the United Nations Development Program (UNDP). All courses have been built around workshops where course participants were able to apply new techniques to case studies designed to meet their particular needs and interests. This allows participants' problem-solving skills and management techniques to be transferred from the workshop to the place of business. The following

list highlights some of RRNA's most recent training experiences.

Project Analysis for USAID
Financial Managers

From 1977 through 1984, RRNA conducted seven-week training cycles in project analysis for financial analysts and controller personnel in USAID overseas missions who will participate in future USAID project design teams. The cycles emphasize project preparation and appraisal skills, including project budgeting, financial analysis, and economic analysis, and present material on institutional and management analysis of projects and applied economic development theory.

For these courses, RRNA has prepared case studies to illustrate the application of benefit-cost analyses for decision-making. The present studies are based on a major USAID agricultural development project in Senegal, the Bakel Irrigated Small Perimeters Crop Production Project. These case studies focus on all the major aspects of project design principles and benefit-cost analysis, and include techniques for the assessment of employment impacts, regional benefits, and income distribution effects.

AID Cost-Effectiveness
Seminars

In 1983 RRNA prepared a guidebook for the cost-effectiveness assessment of projects implemented by private voluntary organizations (PVOs), in order to improve the budgetary and management skills of their personnel. This guidebook, Assessing the Cost-Effectiveness of PVO Projects: A Guide and Discussion, presents three simplified cost-effectiveness techniques easily applied by non-economists, and includes examples and case studies drawn from PVO projects.

In 1984 the firm conducted a series of two-day seminars, under the auspices of AID, for the purpose of promoting the use of the guidebook. Over 40 PVO representatives attended the seminars and participated in workshops on the application of cost-effectiveness techniques for internal management purposes.

Egypt, Private Investment
Encouragement Fund

In 1982, RRNA completed a two-year program of training and technical assistance in the establishment of the Private Investment Encouragement Fund (PIEF) in Egypt. The fund makes available long-term financing to large-scale government and private sector enterprises and channels resources through existing Egyptian financial institutions. RRNA placed senior staff members and resident advisors, provided short-term assistance with for RRNA permanent staff, and designed and organized three six-week training programs in project appraisal and implementation for 65 middle-level staff of participating banks.

Egypt, Commercial and
Investment Banks

From 1980 through 1981, RRNA conducted three training courses in project analysis in Cairo and Alexandria, Egypt. The courses were designed for middle- and upper-level managers of Egyptian commercial and investment banks, and emphasized project preparation, financial evaluation, economic evaluation, and project implementation. The courses presented project analysis principles and group problem solving, focusing on case studies developed by RRNA drawn from Egypt's agribusiness, industry, mining, tourism, and service sectors. Each course lasted approximately four weeks and involved 20 to 25 participants. Funding for the courses was provided by the organizations whose staff were enrolled by USAID.

Bolivia, National Community
Development Service

From 1976 to 1982, RRNA provided technical assistance to the National Community Development Service to establish and manage a new credit program for small farm operators, channelled through farmer organizations and agricultural cooperatives. The technical assistance included training organization personnel and the staffs of local and regional cooperatives in feasibility analysis to support loan applications, preparing training manuals and reporting forms, and general strengthening of the management of local cooperatives and small farmer organizations.

Bangladesh Rural Finance
Experimental Project

To assist the Bangladesh Bank in implementing reforms to create an economically viable credit system, RRNA is

developing a series of training curricula for bank officials at all levels. These standard core curricula will be implemented by individual bank branch offices.

Bangladesh Agricultural Credit

In another RRNA assignment in Bangladesh in 1977, a four-man RRNA team began a two-year assignment with the Agricultural Credit Department of the Bangladesh Bank, under the auspices of the World Bank. In the first phase of this project, the team reviewed and evaluated the agricultural credit system of Bangladesh, including institutional and administrative policy aspects, constraints on use of credit by small farmers, and recruitment and training of personnel. The team then formulated recommendations for reorganization, rehabilitation, and integration of the agricultural credit system.

In the second phase of the project, which took place over an 18-month period, the team assisted in the implementation of recommendations approved by the Bank and other responsible officials of the Government of Bangladesh, trained counterparts, and developed a program and prepared materials for strengthening a training institute.

Bangladesh Industrial Bank

In 1976, as part of technical assistance to the Bangladesh Industrial Development Bank funded by the Asian Development Bank, RRNA supplied a training advisor to work for a year in Bangladesh upgrading staff capability in market analysis and the economic evaluation of projects. After a period of diagnosis, the advisor presented a three-month training course for Bank personnel and developed a guidance manual entitled Methodologies for the Identification and Appraisal of Development Projects.

Training in Project Appraisal and Market Analysis, Pakistan

In 1977 RRNA assisted the Industrial Development Bank of Pakistan in designing a six-month training program to develop its capabilities in marketing and market analysis connected with loan applications. A RRNA representative conducted several seminars with the assistance of the Bank staff, drafted a training manual, and prepared a number of case studies illustrating assessment methodology. RRNA also recommended revising the Bank's internal training program and the organization of teaching staff and materials. The project was funded by the Asian Development Bank.

Development of Comprehensive
Planning Systems and Staff
Training, Taiwan

In 1975 RRNA began a long-term advisory assignment to develop integrated planning systems for the Transportation Planning Board of the Ministry of Communications of the Republic of China, and to develop its staff's ability to perform project evaluations. The assignment involved on-the-job training of Planning Board staff members, who were led through the complete project evaluation cycle from systematic data collection to project implementation. Formal lecturers in the basics of project evaluation and integrated planning were given, and seminars were conducted that introduced the staff to new developments in benefit-cost analysis and planning techniques for long-term development of a coordinated transport system.

ARIES: Assistance to Intermediary
Groups for Supporting Small and
Micro Enterprises

RRNA is participating in a five-year contract by USAID to provide assistance to intermediary organizations in developing countries to improve delivery services to small enterprises. RRNA is responsible for the development and implementation of training programs as well as the field tests of these programs.

Qualifications and Experience of Management
Systems International (MSI)

MSI is an employee-owned, minority small business whose principals have extensive experience in developing countries. The firm specializes in small enterprise development, institutional strengthening, project management, and management training, and has substantial experience in the implementation of major programs in the fields of rural development, technology transfer, and enterprise promotion.

Since 1981, MSI has successfully completed more than 60 short-term consulting contracts, 30 training assignments, and seven long-term projects, and is currently implementing multi-year contracts with USAID, the World Bank, the African Development Bank, and UNICEF.

Scope of Activities

MSI provides a wide range of short-term and long-term services to its clients. These services include:

- . Small enterprise development
 - Private sector training and consulting programs
 - Entrepreneurship selection and training
 - Financial analysis
 - Productivity improvement
 - Acquisition and use of foreign technical information
 - Public sector programs to promote the private sector
- . Institutional development in the public sector
 - Strengthening and reorienting public sector bureaucracies
 - Teams in organizations, matrix management, and decentralization
 - Performance appraisal and accountability
 - Strengthening of local consulting firms providing services to public sector
- . Project management
 - Monitoring and evaluation for agriculture and rural development programs
 - Collaborative project implementation planning
 - Financial and institutional feasibility analysis
 - Project management systems
- . Management training
 - Management training for government agencies, projects, and nationalized corporations

- Delegation, accountability, and performance appraisal
- Managerial communications, public speaking, and running effective meetings
- Strategic planning and management by objectives
- Time management
- Design, analysis, management, and evaluation of development projects
- Development of local training institutions and training of trainers

MSI has considerable experience in providing training to host-country and donor officials in these fields. The firm has carried out major training programs in Mexico, Portugal, Denmark, Ecuador, India, Indonesia, Costa Rica, Colombia, Togo, Botswana, and Ethiopia, and has provided similar training to Third World trainees through institutes at the American University, the University of Connecticut, and the University of Pittsburgh. MSI staff members have directed similar seminars in Bangladesh, Guyana, Barbados, Zaire, the Ivory Coast, Lesotho, and Thailand prior to the formation of MSI.

MSI has developed training programs and materials, and has conducted training programs for host governments and international organizations, in the following fields:

- . Project design, implementation and evaluation
- . Development administration and public sector revitalization
- . Strategic planning
- . Project feasibility analysis
- . Personnel performance appraisal and counselling
- . Training of trainers

Brief descriptions of selected MSI projects appear below; MSI training programs are summarized in Table 3. Further relevant MSI experience appears in Appendix B.

Table 3. MSI Training Assignments

| MSI TRAINING ASSIGNMENTS | | | |
|--|--------------------|--|---|
| TRAINING PROGRAM | DURATION | LOCATION | PARTICIPANTS |
| Management Skills and Performance Appraisal (regional workshops) | 5 x 1 week | Colombia, Togo, Kenya, India, Switzerland | 250 senior officials and directors of UNICEF |
| Management Skills and Performance Appraisal (country workshops) | 5 x 2 weeks | Guatemala, Angola, Tanzania, Bangladesh, Denmark | 300 senior officials and directors of UNICEF |
| Management Skills and Performance Appraisal (headquarters workshops) | 3 x 1 week | New York | 80 senior officials and directors of UNICEF |
| Modern Methods of Personnel Management | 1 week | New York | 20 UNICEF regional and headquarters personnel managers |
| The Role of Labor Unions in Employee Stock Ownership | 1 day | Washington | 20 labor leaders from the Caribbean |
| Project Monitoring and Evaluation Systems | 2 x 1 week | Haiti | 20 Officials of Haiti Ministry of Planning |
| Training of AID International Development Interns | 1 week | Washington | 22 new AID employees |
| Basic Project Design and Implementation Course | multiple x 1 week | Washington | All new AID professionals |
| A Practical Approach to Management in Less Developed Countries | 2 x 1 day | Boston and Philadelphia | 30 LDC officials doing advanced degrees in the U.S. |
| Strategic Planning | 1 day | Washington (Dept. of Commerce) | 10 senior staff of NTIS International Programs Division |
| Entrepreneurship | multiple x 2 weeks | Ecuador, India, Malawi, Zimbabwe, Morocco | 400 existing and potential entrepreneurs |

Table 3 (continued)

| <u>TRAINING PROGRAM</u> | <u>DURATION</u> | <u>LOCATION</u> | <u>PARTICIPANTS</u> |
|---|-----------------|------------------|---|
| Design and Management of Development Programs | 2 x 4 weeks | Guyana | 60 senior government officials |
| Matrix Management | 2 x 3 days | Guyana | 40 senior officials of Electricity Corporation and Ministry of Agriculture |
| Designing Food and Nutrition Strategies | 4 weeks | Barbados | 22 planners from 8 countries of English-speaking Caribbean |
| Design and Funding of Rural Development Programs | 3 x 2 weeks | Zaire | 60 officials of private voluntary agencies |
| Training of Trainers in Management | 4 weeks | Portugal | 30 senior government officials and management trainers |
| Project Implementation | 1 day | Washington (AID) | 25 participants in AID Development Studies Program |
| Agricultural Project Implementation | 3 days | Kenya | 12 AID officials and contractors responsible for agriculture sector |
| Project Implementation | 1 day | Haiti | 25 AID mission officials |
| Economic and Financial Feasibility Analysis of Agricultural Projects | 3 days | Tucson (CID) | 20 faculty members from CID universities |
| Monitoring and Impact Assessment of Agricultural and Rural Development Projects | 1 week | Mexico | 25 senior officials of Mexico's Rural Development Program |
| Design and Management of Projects in the Public Sector | 4 weeks | Portugal | 25 individuals (assistant secretary or higher) of Portuguese ministries and nationalized industries |

Table 3 (continued)

| <u>TRAINING PROGRAM</u> | <u>DURATION</u> | <u>LOCATION</u> | <u>PARTICIPANTS</u> |
|--|-----------------|---------------------------|--|
| Project Design, Implementation and Management | 3 weeks | Ethiopia | Division directors and 50 project officers of the Economic Commission for Africa |
| Management Skills Institutes | 2 weeks | American University | 25 mid-career (Humphrey) fellows from LDCs |
| Design and Delivery of Experiential Training Programs | 1 day | University of Connecticut | 50 mid-career fellows from LDCs |
| Project Management Improvement Technology | 1 day | University of Pittsburgh | 15 mid-career fellows from LDCs |
| Executive Management Seminar | 1 week | Bangladesh | 20 heads of departments from Integrated Rural Development Program and agricultural credit banks |
| Training of Trainers in Management | 3 x 4 weeks | Bangladesh | 75 senior government officials from Integrated Rural Development Program and agricultural credit banks |
| Information Dissemination and Technology Transfer | 2 days | Colombia | 20 heads of technical information services |
| Use and Marketing of Appropriate Technology Information | 1 week | Costa Rica | 22 heads of national technical information centers in Latin America and the Caribbean |
| Analyzing Consumption Implications of Agricultural Projects and Policies | 1 week | Ecuador | 15 AID and host country officials from Latin America |

Table 3 (continued)

| <u>TRAINING PROGRAM</u> | <u>DURATION</u> | <u>LOCATION</u> | <u>PARTICIPANTS</u> |
|-------------------------------------|-----------------|--------------------|--|
| Project Implementation | 1 day | Washington (AID) | 40 AID officials from Washington and the field |
| Action Planning | 2 weeks | Washington (AID) | 24 Egyptian officials of Basic Villages Services Project |
| Project Design and Proposal Writing | 2 days | Washington | 15 senior staff members of major international consulting firm |
| Project Monitoring and Evaluation | 1 week | Washington (CEDPA) | 30 women leaders from Africa |

Kenya Industrial Estates

MSI is providing a package of long- and short-term technical assistance to the Kenya Industrial Estates (KIE) in conjunction with a major project funded by the World Bank to assist indigenous small- and medium-scale industries throughout Kenya. MSI is responsible for designing and institutionalizing within KIE a comprehensive system for training and supervising KIE's existing portfolio of 600 industrialists and for selecting and training new clients.

Agricultural Management Training Programme

The Agricultural Management Training Programme (AMTP) was designed to assist African countries in developing the manpower capacity to manage agriculture and rural development projects more effectively. This is an program of management training designed to respond to the performance needs of 72 specific projects and the competency requirements of 548 individual project actors in 18 countries throughout Africa.

To assist with the implementation of the AMTA program, MSI was contracted to:

- . Design a performance and competency based methodology for training needs assessment
- . Assess the training needs of each project
- . Design an integrated set of training events and a strategy for strengthening regional and national training institutions
- . Develop training materials and manuals
- . Provide "training of trainers" courses and necessary on-site supervision and follow-up

Agricultural System Support Project (ASSP)

A principal of MSI was project manager of a team which developed and installed an implementation system for the ASSP in Kenya. This project was designed to strengthen agricultural training, food storage and credit systems.

Training of Entrepreneurship Trainers

MSI was contracted by USAID to conduct two years of primary and secondary research on effective means for training entrepreneurs and, on the basis of that research, to design and test state-of-the-art methods for entrepreneurship training. MSI completed that research and program development in early 1985 and conducted a month-long training of trainers workshop to prepare trainers to deliver the new training in their own countries.

The training of trainers program was provided to groups of trainers from seven developing countries -- India, Ecuador, Malawi, Kenya, the Philippines and Malaysia -- and from major entrepreneurship training programs in two developed countries. Those present included the individuals normally acknowledged to be leaders in this field.

Small Enterprise Development Program

AID selected MSI to carry out a large and complex project to assist small businesses and local non-governmental organizations in two regions of Senegal. MSI is responsible for the small enterprise and training components of the project and is providing two long-term staff members and various short-term technical experts.

Qualifications and Experience of Mutiso Consultants, Ltd.

Mutiso Consultants, Ltd., a Kenyan firm, is managed on a full-time basis by Dr. Gideon Mutiso, who has extensive management experience in both the public and private sectors.

Mutiso Consultants is staffed by a core group of 50 professionals with business and consulting experience in:

- . Marketing, product, and productivity analysis
- . Financial, social, and economic feasibility studies
- . Management and administration for personnel and systems

- . Formulation of development ideas, projects, and programs
- . Design of institutional frameworks for development projects
- . Implementation schedules and strategies
- . Routine monitoring for effective management
- . Development project impact studies
- . Design of liaison relationships between different development bodies -- donors, contractors and governments

Mutiso Consultants views its future growth in terms of its ability to play a central role in pioneering new development projects and programs by acting as a bridge between the private sector, governments, and donors.

The following section focuses on recent consultancies undertaken by Mutiso Consultants, Ltd. An additional list is presented in Appendix B.

Food Crisis in Africa - National
Christian Council of Kenya (1985)

This consultancy involved developing study materials and providing assistance in developing a strategy of action for NCCK, the umbrella organization of all non-Catholic churches in Kenya. The participants in the national food program seminar were bishops, top government policy-makers, and top parastatal and private sector managers. The outputs were policy recommendations for churches, government, and the private sector.

Environment and Development
Approaches - Kenya Energy Non-
Governmental Organizations/
Earthscan/SIDA/National
Environment Secretariat/
Kenya Times (1985)

This was a training consultancy for media people on the interface between environment and development. It called for development of training materials, workshops on media writing, and recommendations on media management adjustment

to environmental and development issues. Outputs were training workshops and a blitz of media coverage of the issue.

Tana Mango Processing Project -
Young Women Christian Association/
Kenya Rural Enterprises/
USAID (1985)

The consultancy called for an agricultural and economic feasibility study of mango production in the Tana River district and a study of how rural women's groups interface with mango production and marketing. This also included identification of markets within and outside the country for fresh and processed mangoes, costing and planning of fresh mango packing and processing, and organization of the mango industry in the district.

The State of Seeds -
KENGO/MCC (1985)

This consultancy had two district components: to analyze the state of crop and tree seed research, storage, marketing and improvement selection; and to conduct policy-oriented research and a workshop for NGOs, researchers, and government departments involved in seed collection and distribution, genetic selection for improvement, trial, storage, and policy on all aspects of crop and tree seeds.

National CBD System Plan -
NCPD/Pathfinder/USAID (1985)

The consultancy called for the development of an operational national plan for community-based distribution of contraceptives including management, costs, logistics, staffing, training and donor and government financing up to the year 2000.

The Agro-Economy of
Kisumu Municipality (1985)

This study of agricultural activities (crop and livestock production) in Kisumu Municipality was conducted for H.P. Gauff (consulting Engineers) as part of the Ministry of Water Development Kisumu Municipality Water Master Plan, 1985-2005.

Integration of Energy Projects -
MOERD/KCEAP/Mazingira (1986)

This consultancy, conducted for the Kenya/Canada Advisory Project of the MOERD through Mazingira Institute, developed a plan for merging three differently funded projects: Special Energy Project, Beijer Institutes Kenya Woodfuel Development Program, and Energy Development International's Kenya Rural Energy Development Program.

Kenyan Firms Providing Short-Term
Management Consultancy Services

Regency Marketing and Advertising
Consultants (REMAC)

REMAC is a private firm offering services to individuals, private firms, and public institutions. The firm is managed by two partners with broad-based experience in the private and public sectors. REMAC specializes in various aspects of marketing, marketing surveys and studies, and promotional materials. REMAC also acts as a representative for manufacturing, providing information on market conditions and promotional assistance through the local media. REMAC's knowledge of the public and private sectors in Kenya and its expertise in the use of media and promotional activities will be a great asset to the Agricultural Management Project.

Professional Training Consultants (PTC)

Professional Training Consultants is an organization of specialists providing training services to management and personnel departments in the public and private sectors. PTC has wide experience in the training of trainers for supervisory positions. A complete list of PTC recent consultancies, demonstrating the scope of its expertise, appears in Appendix B.

Rural Industrial Development Trust

This company's areas of expertise include marketing, extension services, management training, procurement and personnel. Rural Industrial Development Trust has a wide range of experience in agro-based industries and the establishment of agro-based rural projects, and has done extensive work with small-scale farmers.

Mwaniki Associates

Mwaniki Associates is a Kenyan firm of economic, management, and agricultural consultants, specializing in the following areas:

- . General economic policy reviews aimed at improving the growth rates of manufacturing and agriculture sectors; for example, linkages between the agricultural inputs and manufacturing sector
- . General sector surveys aimed at providing data inputs for project identification, project design, and policy formulation
- . Assessing institutional frameworks that serve the growth of agricultural and manufacturing sectors; developing new initiatives to strengthen existing institutions or create new institutions
- . Business planning
 - Prefeasibility and feasibility studies for infrastructure projects and commercial enterprises in agricultural or manufacturing subsectors
 - Industry studies aimed at reviewing specific industries to provide inputs for project identification, design, and evaluation
 - Long range planning and budgeting
- . Marketing
 - Pricing policies
 - Distribution systems
 - Consumer surveys
 - Advertising and promotion
- . Credit programs for agricultural and manufacturing sectors
 - Target market definitions

- Choice of financial instruments
- Choice of intermediaries
- Organizational framework
- Extension services
- Report and portfolio management to evaluate progress in meeting project objectives

Agritech Enterprise Ltd.

Agritech offers the services of qualified scientists competent in a broad range of agricultural areas. The firm has significant experience in soil analysis for coffee, tea, and horticultural farms and offers expertise in the areas of pest and weed control and fumigation of grain for storage purposes. Agritech has conducted numerous seminars for farmers. A list of recent Agritech Enterprise Ltd. consultancies appears in Appendix B.

Animatics Ltd.

Animatics Ltd. is a wholly-owned Kenyan company representing a wide range of manufacturers. Animatics is a local supplier of equipment and offers installation, after-sales, and general advisory service in the following areas:

- . Poultry. Hatchery Equipment, parent stock, commercial producer equipment and complete turnkey projects
- . Fencing. Both electric and conventional for control of both domestic and wildlife animals
- . Cattle. All dairy and beef equipment
- . Other livestock. General equipment requirements for sheep, goats, pigs, and wildlife
- . Solar (photovoltaic) technology. In particular water pumping for agricultural, livestock, and domestic applications; also refrigeration, lighting, and general small power applications in remote areas

Animatics Ltd. possesses expertise in areas necessary for provision of skills to clients of the Agricultural Management Project such as marketing, procurement, inventory control, business organization, and management and personnel functions. A list of Animatics' recent projects appears in Appendix B.

Standard Chartered Acceptances
Estate Management Ltd.

This company has over 14 years of experience in agricultural management. Acceptances Estate Management manages large farms and plantations and offers expertise on small-scale farm management. Its staff is proficient in financial organization, accounting, and record-keeping. Acceptances Estate Management operates a manager training school in coffee management and agricultural accounting.

Nyenge and Company

Nyenge and Company is a Kenyan-owned firm of certified public accountants that specializes in agribusiness accounts. Nyenge and Company has carried out numerous audits for cooperatives and private and public companies. A list of its clients is presented in Appendix B.

Kenyan National Farmers Union (KNFU)

KNFU is a country-wide organization that actively represents farmer interests, interacting with officials at all levels of government to obtain better marketing, credit, and distribution services for farmers. KNFU, through its large membership, has an in-depth knowledge of the needs of farmers and the structure of the Kenyan agricultural sector. KNFU will make its database available to project staff members, for project promotion, client selection, and needs assessment activities.

The National Council of Churches
of Kenya (NCCCK)

The NCCCK has been involved in small business enterprises for several years, providing low interest loans and business training to fledgling entrepreneurs in much of Kenya. NCCCK will also make its database available to project team members.

General Qualifications of Lurijos
Management Consultants Ltd.

Lurijos Management Consultants Ltd. is a Caribbean-based private firm specializing in management consulting and training, business, and economic research. In addition to its staff technical personnel, Lurijos maintains a roster of consultants who are in Antigua, the Caribbean and North America.

Lurijos provides a broad range of services to private and public sector enterprises, as well as to inter-regional and inter-governmental agencies, and has developed special interest and capabilities in providing consulting services in the member countries of the Organization of Eastern Caribbean States (OECS). Services offered include:

- . Financial and management accounting, preparation of accounts, financial analysis, audit, preparation of computerized accounting systems and management information systems
- . Management audit and analysis, establishment of personnel and operations management systems, organization analysis
- . Marketing research and analysis, promotion, market-related product development
- . Data processing and analysis through in-house computer system, development of computer software
- . Economic and business conditions research, economic surveys and analyses, feasibility studies, investment planning
- . Management training programmes at all levels
- . Project design, analysis and management

A list of selected Lurijos consulting assignments appears in Appendix B.

IV. WORK PLAN

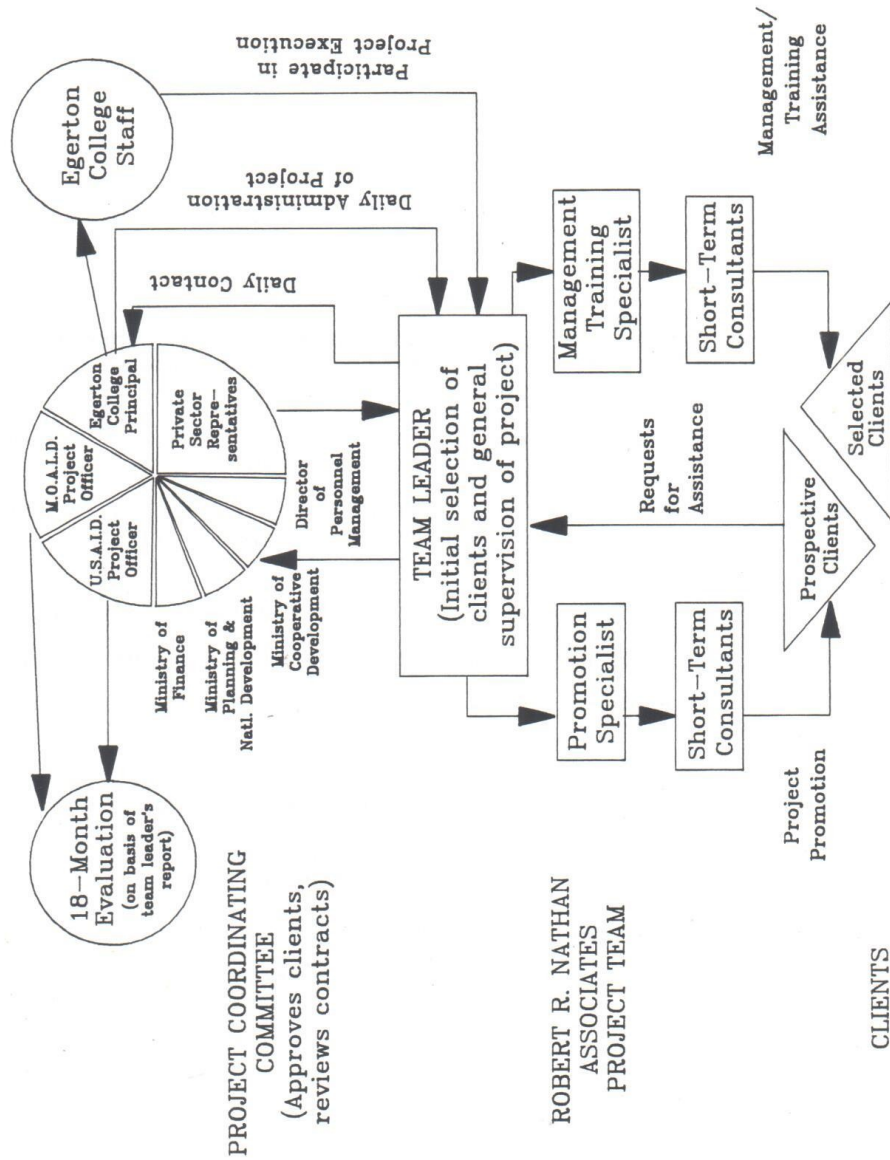
Introduction

This chapter presents the proposed work plan for the Agricultural Management Project. The work plan is divided into tasks as follows:

- Task 1: Project start-up (a period of one month following mobilization)
- Task 2: Preparation of semi-annual work plans (five such plans are prepared during the life cycle of the project)
- Task 3: Execution of promotional campaign
- Task 4: Assessment of promotional campaign
- Task 5: Preparation of training plan
- Task 6: Seminars
- Task 7: Preparation of client procedures
- Task 8: Client operations (management consultancy and training)
- Task 9: Development of local consultant capabilities
- Task 10: Plan for development of Egerton College/Agricultural Resource Center

We believe it is important to view all the project tasks as part of an integrated framework, as indicated in Figure 1.

FIGURE 1. PROJECT INTEGRATION



The overall schedule of project tasks is presented in Table 4. The final line of Table 4 indicates the expected required meetings of the Project Coordinating Committee or its sub-committees. We anticipate that during the first year of the project, eight meetings of the Project Coordinating Committee will be required. These meetings will involve review and approval of the semi-annual work plan, the procedures for contracting with clients, the fee structures, etc. In addition, the Project Coordinating Committee is required to approve acceptance of clients; we therefore anticipate a considerable volume of work in the first year. Although this increases the demands on Project Coordinating Committee members, it also engages them more in the initial stages of the project and ensures that the direction taken conforms to the objectives that the Government of Kenya and USAID are trying to achieve.

Task 1. Project Startup

This task entails the mobilization of the long-term staff, procurement of necessary equipment not yet in hand, establishment of office facilities, initial meetings with officials of Egerton College, the Kenyan Government and USAID, establishment of office procedures, and final selection of a secretary, accountant/manager, and any other office staff that are required and approved.

Mobilization

All long-term staff will report to Egerton College via Nairobi at the time stipulated in the contract. As prior arrangements will have been made by USAID and Egerton College to provide satisfactory accommodations, we do not anticipate any difficulty in establishing the team at Egerton College almost immediately after arrival in Kenya. As stipulated in the addendum to the RFP, RRNA will take care of the provision of household furnishings for the staff permanent residences.

Procurement

We have reviewed the "Illustrative List of Items to be Procured by the Contractor." This list presents no difficulties in procurement; the consultant is fully conversant with AID procurement procedures. Such functions have been performed by RRNA for numerous USAID projects. Our Kenyan subcontractor, Mutiso Consultants, Ltd., will assist in the procurement process when necessary.

Table 4. Time Inputs By Task and Project Month

| Tasks | Month from start of project | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-----------------------------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 |
| 1.0 Project startup | — | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2.0 Preparation of work plans | — | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3.0 Promotional campaign | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4.0 Assessment of promotional campaign | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5.0 Training plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6.0 Seminars | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7.0 Preparation of client procedures | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 8.0 Client operations | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 9.0 Development of local consultants' capabilities (seminars) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 10. Development of ARC capabilities | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 11. Reporting | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 12. Meetings of Project Coordinating Committee | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Upon arrival, the team will compile a detailed list of equipment requirements and an estimate of the expected requirements for office supplies. Recommendations for a microcomputer and associated software will be prepared in this start-up period, and procurement of this and other equipment will be initiated following AID procedures.

Initial Administration

Any additional work to establish office facilities at Egerton will be carried out. Meetings will be held with Kenyan and U.S. officials to refine the project definition and obtain the most up-to-date guidance. Working relations with the Principal of Egerton College and his staff will be established. Mutiso Consultants Ltd. has already initiated the process of engaging office staff. Staff will then be instructed in the procedures of project administration.

Task 2. Preparation of Semi-Annual Work Plans

The semi-annual work plan prepared for the subsequent six-month period will set out the main objectives for each of the other eight tasks and the resources to be used to accomplish these objectives. The first semi-annual work plan will be presented at the end of the first month for approval by the Coordinating Committee. Subsequent semi-annual work plans will be submitted to the Coordinating Committee according to the instructions of the Committee.

In the time schedule (Table 4), the preparation of the semi-annual work plans is scheduled for Months 1, 7, 13, 19, and 25. The last plan covers only a three month period at the end of the project.

It is anticipated that the draft written plan will be submitted to the Coordinating Committee, followed by a meeting featuring an oral presentation by RRNA's team leader and receipt of recommendations from the Committee. Based on the recommendations, the team leader will revise the semi-annual work plans and present them to committee members.

The first work plan would cover in detail:

Task 3: Execution of promotional campaign

Task 5: Preparation of training programs

Task 7: Preparation of client procedures

The flow of clients will not be clearly established during the first month; the above three tasks, however, are central to the success of the project. The Coordinating Committee has a particularly important role in providing guidance on these three tasks.

The first work plan will also include the team leader's recommendations on criteria established for client selection (discussed in Chapter I). The criteria must be reviewed, amended as necessary, and approved by the Coordinating Committee.

Task 3. Execution of Promotional Campaign

The promotional campaign has two primary objectives: the identification of potential clients and the subsequent promotion of project services to these potential clients. Client response is difficult to assess at this stage, but it is certain that the success of the project depends upon the team's ability to actively market project services. The promotional campaign must reflect a keen awareness of potential client needs; the campaign must focus directly on those needs to generate and sustain interest in the project. In short, an active, consumer-oriented approach must be employed.

To carry out a successful promotional campaign, our consultants must become familiar with various institutions in the agricultural sector prior to start-up of the project. Our Project Promotion Specialist, Mr. Mailu Mutuvi, has already prepared a memo on this subject (see Appendix E - Addendum to Work Plan). We will further benefit from the expertise of our Kenyan firms, Regency Marketing and Advertising Consultants and Mutiso Consultants Ltd., whose staffs are experienced in project promotion and will be available to assist with the initial start-up of the campaign.

The promotional campaign must be initiated as soon as possible after mobilization. The first semi-annual work plan will set out in detail activities to be conducted during the first six months of the promotional campaign. Although an in-depth assessment during the first month and review and approval by the Coordinating Committee are needed, the following ten steps should be taken:

- (1) Preparation and printing of a brochure describing the availability of services through the project. This would cover the resources available to the project through the participating consulting firms. The brochure would be distributed as described below.
- (2) Placing of newspaper stories describing the project and its objectives. Through this channel, we hope to reach the business community immediately and draw attention to the start-up of the Agricultural Management Project.
- (3) Compilation of names, addresses, product lines or services of potential clients in the private sector. This will entail visiting trade associations, working with the Kenyan consultants associated with the project, compiling lists from registry offices and importers, etc. A comprehensive directory of private firms active in agriculture will be compiled on the microcomputer. During the course of the project, we will add to this database information on potential clients.
- (4) Compilation of names, addresses, and functions of potential clients in the public sector. This listing will require assistance from the Government Ministries and parastatals. A comprehensive directory of public sector district and field offices will be compiled on the microcomputer.
- (5) Compilation of names and addresses of potential clients in the cooperative sector. This will require assistance from the Ministry of Cooperatives. Again, we will compile on the microcomputer a comprehensive directory of eligible cooperatives.
- (6) A letter explaining the project and the brochure will be mailed to prospective clients identified in (3), (4), and (5). The letter will contain a short questionnaire for the recipient to complete and return. This questionnaire is designed to facilitate active contact with clients, collect information on which organizations might be interested in becoming clients, and correct and update information about the potential clients.

The mailing to government organizations or parastatals will be supported, when possible by an accompanying letter from the relevant Minister or the Chairman of the parastatal, encouraging the recipient to respond and cooperate with the project team. Similarly, the mailings to cooperatives will be supported by accompanying letters from the relevant public officials in the cooperative sector.

- (7) Based on responses to the mailings, Project staff will visit potential clients and make inquiries concerning major problem areas facing client organizations, their interest in using the Agricultural Management Project services, and their willingness to pay. This will be a continuing process. Incoming responses will be analyzed and visit lists revised regularly. The preliminary screening will utilize the criteria for client selection agreed to by the Coordinating Committee. Visits by all Project permanent staff to potential clients will continue throughout the life of the project. However, as the project develops, the distribution of effort will be divided according to other work requirements.
- (8) We anticipate that by the conclusion of the initial visits over the second and third months, one or two clients will be identified for whom obvious needs assessments can be carried out. The promotional campaign will continue, but it will focus on the list of suitable clients (narrowed down through mail responses and direct contact). Continued contact with these organizations will be maintained, with the expectation that some will develop into paying clients.
- (9) The Agricultural Management Project will also work through certain organizations -- most importantly, financial organizations -- to identify clients. The capabilities of the project will be made known to organization executives through contact with banks and development finance institutions. An important source of clients may be companies advised by their banker to improve some aspect of their operation as part of a loan operation.

It is important to note that we will have access to the data banks of two of our consortium organizations: the Kenya National Farmers Union and the Small Business Enterprises of the National Council of Churches of Kenya. This will prove very valuable in the process of identifying potential clients.

- (10) The support of the top-level executives of any given organization is critical to efforts to improve performance. Executive seminars will educate these executives as to the benefits of the project. These seminars may be conducted locally for senior representatives of potential client organizations. We suggest the use of a workshop to help potential clients identify their needs and gain exposure to the training and consulting services offered by the project.

These ten activities will be initiated in the first six months after mobilization. By the end of this period it should prove feasible to assess the most promising methods for finding new clients. A monitoring component of the project promotion process would enable us to keep track of the number of client inquiries generated per method of promotion used and help to determine the most effective and cost-efficient method of reaching prospective clients. Experience gained in the first six-month period can help us to be more selective. The most important points in developing clients are: (1) a reasonable charge level that can be managed by clients and (2) successful results in consulting and training that are perceived as having helped the clients to raise profits, lower costs, or to become generally more efficient.

It is our view that the project's market potential will only be revealed by actual experience. Once the public recognizes that the efforts of the Agricultural Management Project will actually help a firm or public organization to achieve its targets, there should be no shortage of clients.

Task 4. Evaluation of the Promotional Campaign

The promotional campaign will be assessed regularly throughout the life of the project. Assessments are scheduled for Months 6, 12, 18, and 24. These assessments will be used as inputs into the planning of the next phase of the promotional campaign.

The evaluation will review the results of the monitoring component (what has been accomplished during the previous five months, based on the mailings, responses, and visits), which will provide the information needed to determine the future direction of the promotional campaign.

Task 5. Preparation of the Training Plan

The fifth task is preparation of the training plan. This is expected to be completed during the second and third months. Training activities under the Agricultural Management Project are quite complex and include on-site training, seminars, and course attendance in Kenya, the U.S., and a third country.

The training plan will provide a detailed program covering:

- . The schedule of seminars, issues to be covered, outlines of the seminars, and staff requirements. The schedule should cover all seminars to be carried out during the life cycle of the project. Adjustments will be made in the seminar program from time to time as the needs of the project's clients are better understood.
- . An inventory of relevant Kenyan training facilities, including content of scheduled courses and seminars, as well as administrative details such as qualifications, fees, and other costs
- . An inventory of relevant third country and U.S. training opportunities, including scheduled courses, seminars, etc. Administrative details such as fees, living expenses, qualifications, and application time will be included.
- . An inventory of Kenyan training resources available through the firms of the RRNA consortium. This will include the organization and management of training and the technical knowledge required for teaching.

Once training requirements for clients are identified, the RRNA team will review the inventories to determine on a case-by-case basis where the required training can best be obtained.

Training in some subjects will be carried out through project-sponsored seminars. Two particular areas of importance which may prove appropriate for seminars are:

- . Training in Management Information Systems to provide clients with more comprehensive and up-to-date management information. It is very common in Kenya for accurate management information to lag so far behind the time when decisions must be made that many decisions are reached without any idea of the present condition of the company.
- . Training of trainers in organizations and private firms. We anticipate that in the case of many clients, it will be necessary to improve the training sponsored by the organization itself. This is particularly true for companies or public sector organizations which have large staffs in regular contact with smallholders; the most effective use of Agricultural Management Project resources is likely to be training of the staff responsible for instruction. Consequently, we expect that at least one of the seminars would deal with organization and management of in-house training.

Determination of the most appropriate means of training must be made on a case-by-case basis; no blanket prescriptions can be specified in advance. We expect, however, that the most valuable type of training will prove to be on-site, on-the-job instruction. This type of training can be targeted with some precision in those areas where improvements are being recommended through the provision of Consultancy services.

The use of in-country, third country, or U.S. training depends critically upon identification of courses available at the appropriate time for which qualified staff from the client organizations are available.

Those clients who attend courses under the auspices of the Agricultural Management Project will receive an initial briefing, a debriefing immediately after completion of the training, and again after a nine-month period. This will provide the project with valuable information on the suitability of the courses to management objectives, the

appropriateness of the length and type of training, and the relevance of the courses to specific client needs. We believe it is essential to build a careful record of the results from the use of existing courses or training programs (in contrast to Agricultural Management Project-sponsored seminars or on-site training for the client's staff). At the end of the two year period, the strengths and weaknesses of this type of training can be assessed and its ability to achieve project objectives determined.

Task 6. Seminars

The eight seminars conducted during the life cycle of the project are tentatively scheduled for Months 8, 10, 14, 16, 18, 21, 23, and 26. The seminars should be held after the Agricultural Management Project has been underway for some time so as to provide a clearer picture of the type of seminars needed.

The seminars will be conducted largely through the use of Kenyan training organizations supported by Kenyan technical consultants and Project staff. The following points should be made about management seminars in the Kenyan environment.

- . Seminars are to be conducted outside of Nairobi. We anticipate most would be at Egerton College. This may require more detailed coordination with the academic calendar than we have reflected in our schedule of seminars. The exact starting date for the Agricultural Management Project is not yet finalized, so detailed planning around Egerton's academic calendar is premature.
- . Seminars should last one week. Occasionally a special topic may justify a longer session, but experience in Kenya indicates that work demands on participants begin to erode interest and attention after one week.
- . Seminars must be carefully prepared with practical exercises and case studies relevant to specific client problems; this is essential if real improvements are to be accomplished. Seminars are often a series of lectures on abstract principles that participants are unable to relate to specific work. This type of seminar is easy to arrange and relatively cheap, but provides no real benefits

for the participants. Finally, an evaluation of the participants' grasp of the material must be performed, so that objective assessment of the participants can be made.

- . Participants should be encouraged to comment on the seminars; these comments should be given careful consideration in designing subsequent seminars.
- . Clear-cut problems as to per diems, accommodations, and responsibility for various costs must be available to participants. Careful administration and clear explanations of these issues to all participants is vital therefore to the success of the seminars.

Task 7. Preparation of Client Procedures

The details of client operations are discussed under Task 8. It is necessary, however, to establish clear operational procedures for working with clients.

This task entails three basic functions: (1) to establish precisely the legal basis for the provision of services and client payment for consultancy services, (2) to establish the fees that clients are expected to pay, and (3) to develop pro forma contracts for use in client agreements covering both management consultancy and training services.

We have assigned a period of two months for this task. The legal arrangements for the contracting will require clarification of the legal entity that will sign the contract on behalf of the Agricultural Management Project. There are issues of Kenyan contract law here which can only be clarified through legal opinion obtained in Kenya. With a target group of 24 clients, there is a good chance of some conflict (clients who refuse to pay; who pay but believe the consultants did not deliver; trainees who failed to complete courses, etc.). It is essential that a sound contract mechanism be established from the beginning.

The fees that are to be paid by the clients for the consulting services are a matter of great importance. We believe that in Task 7, the fee structure should be thoroughly reviewed and discussed with the Coordinating Committee.

As discussed in Chapter I, an uneconomic fee structure may not be the best way to promote the Kenyan consulting sector. Clients may become used to below cost fees and resist when fees are increased to realistic levels. The Kenyan consulting sector already suffers from the lack of a clearly defined fee structure. The review of fees should also consider the real cost structure of Kenyan consulting firms and the level of fees needed to ensure a sustainable consulting sector with reasonable profits.

Task 8. Client Operations

Task 8, conduct of client operations, is the central undertaking of the project. Table 4 indicates that we expect to start this task at the beginning of Month 4; the first needs assessment should begin not later than the Month five. We expect that the needs assessment, completion of the training, and consultancy work would take 4-6 months (including Coordinating Committee reviews, client negotiations, client reaction time, etc.). In order to conform to the end of the project, we have scheduled the planned startups to end in the 22nd month. Provision of management consultancy and training to the agro-business sector and other support organizations should be expected to continue, and client intake would be maintained under appropriate continuation arrangements.

We have subdivided Task 8 into 15 sub-tasks. Most of the substantive issues of this project are discussed under Tasks 8.5 (execution of needs assessment), 8.10 (management consultancy), 8.11 (training). We have tried to present some of the realities of assistance to the Kenyan agriculture through the presentation of examples drawn from staff experience in Kenya and other developing countries.

As we believe training is an essential component of this project, we have compiled further remarks which are presented in Appendix E - Addendum to the Work Plan.

8.1. Client Selection

The client selection criteria are an important aspect of this process, particularly in the early stages of the project where quick and readily recognized success stories can ensure the success of the following stages. Conversely, bad results in the beginning could make the following stages meaningless, regardless of their eventual outcome. In order to achieve these objectives, we would suggest the following four steps:

Development of Selection Process

Although the criteria are specified in the Project Agreement, we feel that it is very important to develop a process for establishing such criteria. This process would determine which parties and entities should take part in the overall development of selection criteria. This should be a dynamic process, flexible enough to respond to changes over the life cycle of the project. In fact, aspects of the promotion project should be integrated into the selection process. Wherever possible, potential clients should be included in this process; they will provide valuable information as to possible selection criteria.

Establishment of Selection Criteria

We suggest the use of a workshop to assist in the development and establishment of selection criteria. The participants in this workshop would include the project team members, representatives of the firms providing management training consultancy assistance and, if possible, representative clients. There is a three-fold purpose to this workshop: to generate agreement on the objectives of a selection process, to identify realistic and responsive criteria, and to build support for the selections to be made based on the criteria. The results of this workshop would be discussed in detail with members of the Coordinating Committee before final establishment of selection criteria.

Initial Selection of Clients

Matching the established criteria to potential clients will involve both an analytical process and a personal screening approach. For initial client selection, several factors are important: willingness of the management and staff of the potential organization not only to participate, but to be receptive to the dynamics involved; a genuine desire throughout the organization for improved performance; openness to innovation, new ideas, and methods; and receptivity to learning.

It is in everyone's best interest to generate early successes; emphasis will therefore be placed initially on institutions that need less assistance relative to subsequently selected organizations. This approach may be interpreted as helping those who least need it; however, the long-range benefits of this process will be an important component of project promotional efforts.

Reevaluation of Selection Criteria

It would be a mistake to assume that the client selection process is fixed and that no changes will be made over the course of the project. We will develop a monitoring system to track specific clients and evaluate the results; this should be part of the reporting system to the Coordinating Committee and other involved parties such as the Principal of Egerton College and AID. Where changes are recommended, it will be the responsibility of the Chief of Party to explain and support such recommendations.

8.2. Preparation of Initial contract

The initial contract will probably be in the form of a letter to the potential client setting out the steps in the needs assessment, stipulating the inputs required and the schedule to be maintained, and specifying the fees to be paid. (The exact form of the contract documentation will be worked out under Task 7.) The draft contract is to be reviewed with the client.

8.3. Preparation of Memorandum to Coordinating Committee

The memorandum to the Coordinating Committee is a brief description of the plan for the needs assessment and the justification for inclusion of this particular client.

8.4. Presentation to Coordinating Committee

The Coordinating Committee considers the draft letter contract and the Agricultural Management Project staff memorandum and approves the client, requests revision of the contract, or determines that the client is not suitable for the project. In the latter case, discussions with the client are continued or terminated according to the Project Coordinator Committee's decision. In most cases approval for signing the contract should be given. The Coordinating Committee, however, is expected not to rubberstamp the consultant's recommendations but to play an active role in client selection.

It is important that requests for client approval be acted upon promptly. Once a client has accepted the terms of the contract, delay in starting up the work should be

minimal. The Coordinating Committee should develop some mechanism for client approval that will permit decisions to be made in less than a week.

8.5 Needs Assessment

The needs assessment is a critical process in which the staff of the Agricultural Management Project and the client work together to isolate the specific problem to be solved. We anticipate two different client viewpoints: (1) the client may believe that he has a specific problem on which he would ask advice (e.g., "My cash flow is hamstringing my operations;" "Inventory control is unsatisfactory;" "Quality control is not satisfactory"); (2) the client may have a sense of general malaise in his organization and may want to identify critical areas where action can be taken to improve performance. It is impossible to judge in advance the mix of the positions that clients will take. Many clients will come with quite specific problems, because the management of an organization may have a fairly definite idea of where its troubles lie. However, this internal assessment may be incorrect; an open mind must be maintained.

Many clients undoubtedly will feel that their major need is for more capital or equipment. They will be less inclined to believe that they need to utilize existing resources more efficiently. Until such issues are understood, it will not be possible to propose means for their resolution. Conversely, clients must not be led to expect that this project can satisfy all their needs; there are important areas outside the control of the project.

The scope of work for a needs assessment must therefore be carefully drawn to both limit the areas to be covered and provide sufficient scope so that effective solutions can be found. The needs assessment would, within the area specified in the client agreement:

- . Assess the real performance of the system according to the client's stipulated objectives
- . Compare the performance with reasonable targets known to the consultants from their experience and from the available literature on Kenya
- . Determine whether it is feasible to achieve a significant improvement in the performance criteria

- Outline the actions required to achieve this improvement. If additional consultancy is required, then the terms of reference for this work should be prepared. If staff training is required, then the length, curriculum (or attendance at a standard course), and number of trainees should be stipulated.
- Where possible, estimate the magnitude of the improvements and the cost of the required actions.

In some instances, the client's specification of the area to be covered could be very broad; in others it may be quite narrow. We present two examples to illustrate in more concrete terms our conception of a needs assessment.

Example 1. A grain storage company is concerned with its loss rate (there being a significant difference between grain purchased and grain sold). Losses may arise from drying, from grain having been eaten by rodents or insects, from grain having spoiled during storage, and from fraud. The agreement with the consultants calls for a needs assessment to determine how grain loss could be reduced.

The consultant first carefully studies the records of input and output from the storage facility. Normal losses through drying are estimated based on actual measurements; the fumigation procedures are checked, including thorough laboratory tests of the true quality of the chemicals; estimates are made of the rodent population and the control measures in effect. The control procedures to prevent fraud are reviewed. Based on this analysis it was found that fumigation procedures and preliminary drying were not satisfactory. It was perfectly feasible to improve this situation by quality control of the fumigants and prolonged preliminary drying.

The consultant outlines a program to: (1) investigate alternative methods of improving the drying, (2) train an employee in the simple analysis methods needed to check the drying and the quality of the chemicals, and (3) improve the record keeping to make fraud more difficult. Although no evidence ever appeared to indicate that this was a significant factor, it is difficult to be sure. A simple benefit-cost analysis indicated that these improvements were worth the cost.

In this example, the needs assessment took a broad view of the possible causes of a specific problem, carried out appropriate analysis to determine the relative importance of different factors leading to loss, and prepared suggestions of how improvements could be made. The actual program design for implementation was not carried out. If the client wished to continue to the next phase, the work program was then identified.

Example 2. A cooperative society in a coffee-producing area is in serious financial trouble. The consultant is approached to carry out a study of the cooperative to improve its financial position and general operation. The needs assessment concentrates on a number of areas:

- . A forecast of the likely financial position of the cooperative in the next five years under current trends
- . An analysis of repayment performance of loans sanctioned by the cooperative
- . The level and structure of the operating costs
- . The communication between management and members
- . The delivery of technical services to the farmer

The assessment suggests that the cooperative faces major financial difficulties in the next few years and that forceful action is needed. The analysis of the repayment position shows a serious level of delinquency and documents that it has become worse in the recent past. Analysis of the operating costs indicates that the cooperative can not survive without major cost reductions. The consultant finds a serious lack of communication between management and members, resulting in suspicion and lack of cooperation. Finally, the cooperative is found to be operating its coffee-drying facilities in an unsatisfactory way.

A number of remedial steps are proposed to:

- . Improve the implementation of the financial management system by a training program
- . Expand the analysis of repayments with the aim of suggesting a recovery program
- . Prepare a development plan for the cooperative and use this to obtain a loan to help the cooperative through the difficult period ahead

- . Hire consultants for a technical study of the coffee drying facilities with detailed proposals and training

The consultant concludes that even with reasonable changes in the cooperative management, the cooperative's financial position could not be significantly improved; instead, it is suggested the cooperative should actively support diversification into other specialty high-value crops. Further consultancy is recommended to devise a specific plan for such diversification.

The consultant in this example tried to improve the cooperative's position within the current framework of its activities. This proved impossible, and the consultant alerted the cooperative management to the need for far-reaching changes in their operations. Here we have an example of a far deeper investigation of the organization's prospects. A narrow focus - perhaps on the coffee drying facilities -- would have missed the structural problem the cooperative faced.

A needs assessment must:

- . Define the area over which the assessment is to be made
- . Stipulate the performance criteria (what the client wants to optimize)
- . Be defined with some flexibility to permit some leeway to the consultant in the areas where improvements are to be sought

It is the task of the consultant to carry out the data collection and analysis to identify solutions. At the needs assessment level, this is meant to determine one or more specific actions that should be taken. In many instances there will be alternative approaches that may not be settled during the needs assessment, requiring further work before a specific line of attack can be recommended (e.g., equipment selection, scale and/or location of an activity).

The methods of research used in the needs assessment include:

- . Executive interviews -- in-depth discussions with senior officers in the organization

- . Review of financial and other operational records
- . Interview surveys of staff, of customers, of suppliers, etc.
- . Technical tests and measurements

We suggest the use of workshops to involve the client in the process of needs identification. This would involve a two- or three-day workshop of technical assistance for the top-level management of a participating organization. It would include those top-level executives who had participated in the seminars conducted as part of the promotional campaign (see Task 3).

The workshop approach is suggested because it is an extremely effective, pragmatic method consisting of a maximum of participant involvement, and problem-solving, and decision making activities. The potential client organization will benefit from its participation with the project team in the planning of the improvement assistance program and will develop management skills and problem-solving abilities. Finally, these workshops will provide the project team with information necessary for the design and implementation of management training assistance.

Depending on the complexity of the project, a needs assessment would require one to four person-months. We have allocated a total of 45 person-months for needs assessments, broken down as follows:

| <u>Team member</u> | <u>Person-months</u> |
|---|----------------------|
| Management Specialist (Chief of Party) | 12 |
| Training Specialist | 6 |
| Project Promotion Specialist | 4 |
| Kenyan Short-term Consultants | 20 |
| U.S. Short-term Consultants | <u>3</u> |
| Total | 45 |

8.6. Presentation to Client and Recommendation for Further Action

The needs assessment will be presented to the client in (1) a brief oral presentation of conclusions and recommendations and (2) transfer of the written report to the client. The client's reports will normally be concise, setting out the issues, background, analysis, conclusions, and recommendations. Following a suitable period for client review of the written report, a second conference will be held with the objectives of clarifying any points on which the client has questions, discussing the conclusions and recommendations, reviewing any recommendations that may require training or further management consulting, and determining whether the client wishes the AMP team to continue.

8.7. Collection of Baseline Data

During the needs assessment, the consultant will prepare baseline data information describing the current situation of the client in those areas targeted for consultancy assistance. This may be quantitative or qualitative according to the specific situation.

Example 1. A seed distribution company engages the consultant to improve transport management. Baseline data include productivity and costs of transport and deadline rates of company-owned vehicles

Example 2. A government department is dissatisfied with the rate of progress in the construction of small irrigation projects. The consultant is engaged to recommend new management methods to accelerate progress. Narrative information covering each phase of the construction project, providing the length of time involved and major events, is deemed to be suitable baseline data. The time taken for all or part of a project is not adequate baseline information, as so many special factors emerge for each project.

Example 3. A private company engaged in the installation of sprinkler irrigation systems is troubled by the complaint rate from its clients and the high cost of remedial action following faulty installation. The consultant is engaged to prepare procedures to improve the installation procedure, with the objective of reducing the number of complaints and the cost to the company. Baseline data consist of the monthly complaint rate and the cost of remedial actions.

8.8. Further Negotiations and Contracting with Client

Following the presentation of the needs assessment and recommendations (Task 8.6) to the client, in many cases the client will wish to continue with more detailed consultancy work and appropriate training to support implementation of recommendations. The needs assessment identifies the solution, but does not provide the detailed implementation strategies. In some instances, clients may wish to do this in-house, but we anticipate that in most cases they will turn to the consultants for further assistance in both specific recommendations and training.

This task consists of three parts:

- (1) Agreement with client on further activities including scope of consultancy work, training to be provided, timing, and the fees to be paid
- (2) Drafting of a contract reflecting the agreement reached under (1) and obtaining client's concurrence
- (3) Preparation of a report to the Coordinating Committee covering:
 - . Needs assessment and recommendations
 - . Proposed draft contract for continuation
 - . Memorandum to the Coordinating Committee reviewing the present relationship with the client and providing such other information as needed

8.9. Presentation to Coordinating Committee

The proposal training and consultancy work with the client is presented to the Coordinating Committee for review and decision. The Coordinating Committee would either require revision in the proposal work plan, in which case the consultant will return for further negotiation, or approve the work plan and training program for implementation.

8.10. Further Consultancy Work

The consultant, in conformity with the work plan approved in Task 8.9, will carry out the additional management consultancy work. This will normally be a direct result of the needs assessment, and will be closely coordinated with the training program. The nature of further consultancy can vary widely according to the requirements determined during the needs assessment. We prefer to consider management assistance and training as part of an integrated approach. Management assistance loses its value without training to reinforce skills; training that is not directed in part towards the acquisition of management skills will similarly not be very useful.

A number of themes may arise from the consultancy work:

Adequate Information

The detail, quality, and timeliness of the information available to management may be insufficient. Decisionmaking in the best of situations is difficult. Most public sector organizations have no concept of the current condition of their operations. There are few good standards by which to judge progress; decisions are often based on opinion, guesses, and in some cases personal interests, rather than supporting the objectives of the government. One theme that will occur over and over in the consultancies will be the provision of good, up-to-date information to the management of organizations.

Maintenance Requirements

Specific technical areas usually related to management information include transportation, quality control, and facility maintenance. In all these areas major improvements can be made in both private and public sector productivity. For most organizations in Kenya -- not exclusively the transport business -- the management of in-house transport assets is a neverending headache. There is great scope for getting organizations out of the business, providing their own transport services rather than obtaining these from the private sector.

Quality control of inputs and outputs is another perennial problem where better training and more management attention can pay great dividends. However, the pervasive problem in rural Kenyan enterprises, both public and private, is inadequate maintenance and equipment. We expect that many needs assessments will recommend enhanced efforts at

maintenance. Much of the economy has grown used to very low or even negative capital costs. As the Government of Kenya has moved forward using real interest rates and funding a realistic exchange rate, the cost of capital has increased dramatically. Old solutions involving more capital are less viable now. A much greater effort has to be made toward maintaining the assets that firms and organizations have in hand. This means many needs assessments will focus management attention on the problem of ensuring adequate maintenance.

Use of Capital

Another theme that will emerge in consultancies for private firms and the parastatals is increased use of available capital capacity. This sometimes means increased expenditures on maintenance to reduce downtime (this is particularly relevant in those activities such as transportation, feeder road maintenance, construction of small irrigation projects or well drilling, where equipment is involved). In other cases, it involves additional investments and management procedures to permit multiple shift operations.

Incentive

We believe the central problem is relating reward to effort. Management attention solves many problems -- staff responsible for maintenance will perform better when top management is aware of the equipment situation. Few officers at the district level have a clear idea of the condition of the transport of their construction equipment, much less how this has changed over recent months. Greater awareness will raise productivity, but management must feel some benefit accrues to them. In the private sector this is not much of a problem, but for cooperatives and public organizations the consultants must identify and install reward mechanisms to encourage greater productivity.

8.11. Executive Training Programs

Types of training are normally linked closely to management recommendations. We have a strong preference for on-the-job training tailored to the specific needs of the improvement effort being introduced.

Example 1. Consultancy assistance involves the development of a micro computer-based inventory control system. An employee is selected for training in

computer operations in Nairobi; the responsible executive is sent abroad for a one-month course in computer-based inventory control; once the system was designed and manuals prepared, the record-keeping staff is trained. Refresher training is provided every six months for the next two years. Subsequently, two more persons are trained in micro computer operations.

This example illustrates a number of important points:

- (1) Training must take place at several levels
- (2) The consultant must not just develop a system and depart; the essential part is to get the system installed and operating. This is extremely important because textbook solutions will not work in Kenya. Indeed, consistency of assistance through implementation is the only way Kenyan consultants are going to learn the most effective methods of assistance.
- (3) Training is linked to specific system documentation, such as how to complete a specific job card or personnel form, and not to generalized principles. Much of the problems of education and training in Africa have been due to the tremendous gap between what is taught in the classroom and the actual problems which are faced by organizations.
- (4) Training must be repetitive. Consultants and trainers should return after six months, assess the functioning of the system, make corrections, and, if necessary, put all staff through a refresher course.
- (5) Training must provide for shifts in staff. For example, once it becomes clear that the micro computer can be utilized effectively, the firm should train additional staff. When the first operator is transferred, storekeeping continues.

8.12. Reporting

Based on the results of the training program and the consultancy services carried out (subtasks 8.10 and 8.11), reports will be prepared for the client, in keeping with normal practice. These reports will constitute an important part of the documentation of the project.

8.13. Presentation of Consultancy and Training Results Reports to Coordinating Committee

The consultants will submit reports and provide oral briefing on the conclusions, accomplishments, and problems encountered in their work to the Coordinating Committee.

We recommend that an inception report be prepared at the end of Month 3 of the project. The following points would be discussed:

- . Comments on the overall feasibility of the project and its terms of reference
- . A comprehensive review of the potential project, clients, and the criteria for their selection
- . The methodology to be adopted for determining needs assessments
- . Publication of the first semi-annual work plan

8.14. Six Months Follow Up

Six months after the last report is provided to a client, the project staff will return to the client to update the parameters recorded in the baseline data collected at the time of the needs assessment. Changes that have occurred in the parameters will be noted; the consultant will prepare a brief report on the significance of the changes, if any, and discuss why they have taken place.

8.15. Presentation of Six- Month Follow-Up to Coordinating Committee

The six-month follow-up report will be submitted to the Coordinating Committee. An oral briefing of the highlights will be made.

Task 9. Development of Local Consultant Capabilities

The development of local consultants to provide assistance to the agricultural sector is one of the important objectives of the Agricultural Management Project. Provision of consulting services to private firms, cooperatives, and district public organizations in the

agricultural sector is a task that must be accomplished by local Kenyan consultants. It should prove feasible, however, to improve client receptiveness to the use of consultants, both for management improvements and training through the Agricultural Management Project. The demand stimulated for consultant services by the project will allow these Kenyan firms to become self-sustaining contributors to the Kenyan agricultural sector.

We believe that although no explicit undertakings are required in the RFP for this task, a specific program is desirable. We have deliberately associated ourselves with a broad range of Kenyan consulting firms, so that the activities under the project would support many diverse firms.

The specific actions proposed for this task are the execution of ten two-day seminars. These seminars, involving all Kenyan consultants associated with the project would examine one aspect of the functioning of the consultancy sector, identify problem areas, and propose solutions. During the course of the project, it will be feasible to develop an extensive body of material on the use of consultants for the client group and how this technical support to agriculture can be made more efficient. The seminars will produce a better understanding of the problems facing the sector and should lead to concrete recommendations for improvements.

Upon completion of each seminar for consultants, a brief report will be prepared on the discussion, points of view expressed, and the conclusions reached by participants.

Task 10. Plan for Development of Agricultural Resources Center, Egerton College

The development of the Agricultural Resources Center at Egerton College is another important objective of the Agricultural Management Project. The activities to be undertaken are of a planning nature, designed to provide the Principal of Egerton with as much support as possible to strengthen the capabilities of the Agricultural Resource Center (ARC).

We will include a section on activities related to the ARC in the second semi-annual work plan. The general objective will be to produce inputs from Egerton officials

and project team members that would form the basis of a more elaborate plan for development of a faculty and degree of certificate program in agricultural management. In Month 12 of the project, a short-run plan for ARC will be prepared covering the second year of the project. Finally, with the full cooperation of Egerton College, the project will prepare recommendations for the development of agricultural management training. This will be prepared no later than Month 25.

The design of a training program at Egerton should be based on the experience of the Agricultural Management Project. The work carried out by the consultants in the course of the project will provide case studies which should be the core of the agricultural management training. Obviously, to be useful for Kenya, the curriculum must focus on Kenyan conditions and problems. It is extremely difficult to transfer teaching material from other countries; this is particularly true in the agricultural sector.

The Agricultural Management Project should:

- (1) Estimate the volume of manpower needed in the general field of agricultural management.
- (2) Define the type of employment opportunities that will be available. It is particularly important to build employment opportunity outside the civil service.
- (3) Prepare case studies based on the consultancies carried out under the Agricultural Management Project. Case studies would be prepared by Egerton staff participating in the project or by the Kenyan consultants, with full support from the core Agricultural Management Project team.

Resource Allocations

The allocation of available staff time to tasks is as follows (all figures in person-months):

| Position | Total | Tasks | | | | |
|--|-------|---------------------|---------------------|------------------|---------------|-----------|
| | | Admin- istration | Needs assessment | Consul- tancy | Train- ing | Promotion |
| Chief of Party | 28 | 4 | 12 | 6 | 6 | 0 |
| Management training specialist | 28 | 2 | 6 | 10 | 10 | 0 |
| Project promotion specialist | 28 | 2 | 4 | 4 | 0 | 18 |
| Short-term consultants (Kenyan) | 48 | 0 | 20 | 15 | 12 | 1 |
| Short-term consultants (U.S./3rd country) | 24 | 0 | 3 | 10 | 11 | 0 |

V. ORGANIZATION AND STAFFING

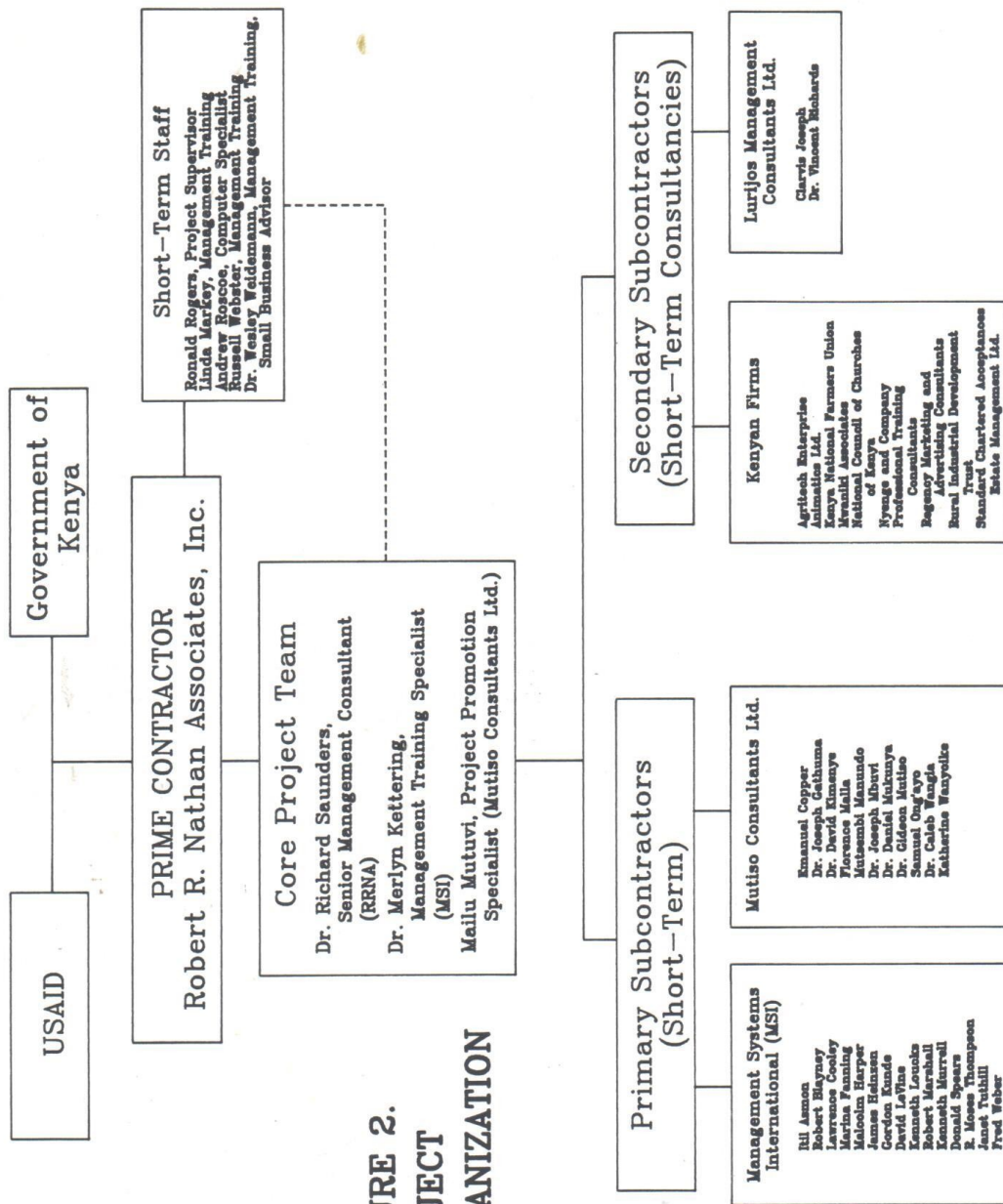
Project Organization

Robert R. Nathan Associates, Inc. (RRNA) will serve as prime contractor, providing key staff for the Senior Management Consultant position and short-term consultants to provide management assistance. RRNA will also provide home office personnel for project backstopping support. The proposed project organizational structure is shown in Figure 2.

The two primary subcontractors will contribute the following personnel. Management Systems International (MSI) will provide the Management Training Specialist and short-term consultants to provide management assistance and conduct training activities in Kenya and the U.S. Mutiso Consultants, Ltd. will provide the Project Promotion Specialist and short-term consultants. In addition, Mutiso consultants will act as technical assistance coordinator, integrating the activities of the ten other Kenyan subcontractor firms providing short-term management and technical assistance to the clients selected to participate in the project. Finally, Lurijos Management Consultants, Ltd. (Lurijos) will provide short-term consultants to provide management assistance and conduct training in Kenya and in the Caribbean, thereby fulfilling the third country training requirement of this project.

Staffing

RRNA has assembled an exceptional team of qualified personnel necessary for the proper implementation of the Agricultural Management Project. Individually, the staff possesses distinctive skills and expertise; together they represent a comprehensive pool of professional resources. The essential elements of this team are:



**FIGURE 2.
PROJECT
ORGANIZATION**

- . RRNA Senior Management Consultant, Dr. Richard Saunders, whose breadth of expertise encompasses project management, administration and evaluation, institutional development and personnel training
- . RRNA home office backstopping support and short-term management consultants
- . The two primary subcontractors providing outstanding individuals with demonstrated competence in technical and managerial assistance
- . The assembly of high-quality short-term consultants providing skills and expertise to match clients' needs on a case-by-case basis

The sections below briefly describe the backgrounds of the proposed personnel for the Agricultural Management Project. The first section describes the core team of the project; the second section presents the backgrounds of the RRNA personnel; the third section describes the experience of MSI staff members; the fourth section presents descriptive backgrounds of the individuals proposed by Mutiso Consultants Ltd. and the other Kenyan firms that will be providing assistance on a short-term basis. In the interest of brevity, we have highlighted the principal individuals of each firm, and mentioned particular areas of expertise of other personnel. The fifth section describes the Lurijos Management Consultants Ltd. short-term staff.

Project Core Team

The proposed project core team includes:

| | |
|--------------------------------|------------------------|
| Senior Management Consultant | - Dr. Richard Saunders |
| Management Training Specialist | - Dr. Merlyn Kettering |
| Project Promotion Specialist | - Mr. Mailu Mutuvi |

A summary of the project core team qualifications is presented in Table 5. Full curricula vitae for these three specialists appear in Appendix A.

Senior Management Consultant

Dr. Richard Saunders has been actively involved in strengthening the capabilities of public and private agriculture-related institutions for over 20 years. He brings to the Agricultural Management Project proven leadership capabilities, training experience, a mastery of the

skills of management, and experience with the private and public sectors in Kenya. He is proficient in the areas of financial and budgetary procedures, policy and planning, and personnel.

Dr. Saunders' leadership capabilities are illustrated by his past experience as a team leader or project manager for technical assistance teams in five developing countries. He has coordinated and managed complex agricultural projects and participated in numerous assignments comparable in scope to the Agricultural Management Project. He recently served as Chief of Party of a five-man team providing technical assistance to the Agricultural Finance Corporation of Kenya.

As a consultant with RRNA for seven years, Dr. Saunders played a significant role in numerous agricultural planning studies. As Chief of Party for an AID-sponsored agricultural development project in Afghanistan, he supervised the design and implementation of on-the-job training programs, formal training seminars, and workshops.

Management Training Specialist

Dr. Merlyn Kettering possesses a broad range of expertise gained from over 15 years of experience encompassing four major areas:

- . Agriculture and rural development
- . Human resource development and training
- . Institutional development and management improvement
- . Development of methodologies for training and management and systems improvements

Dr. Kettering has served as a management consultant in the public and private sectors in numerous developing countries, including ten African countries. He is proficient at conducting needs assessments and designing and implementing technical, financial, and managerial training programs.

As Team Leader of a USAID-sponsored National Planning Project in Jamaica, Dr. Kettering participated in the creation of a training unit within the Ministry of Finance. Dr. Kettering was the Senior Project Director for the Sahel

Table 5. Summary of Long-Term Personnel Qualifications

| Name | Affiliation | Academic background | Fields of specialization | Previous work experience in Africa |
|----------------------|-----------------------------------|--|---|---|
| Dr. Richard Saunders | Robert R. Nathan Associates, Inc. | Post-doctoral training in Economic Policy; PhD Agricultural Economics; MSc. Agricultural Finance and Farm Management | Management, financial and budgetary procedures, policy and planning, institutional development, training | Chief of Party of technical assistance team to Agricultural Finance Corporation of Kenya; Project Manager, Southern Regions Agricultural Development, the Sudan |
| Dr. Merlyn Kettering | Management Systems International | PhD Economics and Social Development; MPA Public and Development Administration | Development of training methodologies, training needs assessments, design and implementation of management training programs, project management and evaluation | Training experience in Burkina Faso, Cape Verde, Chad, Gambia, Mali, Malawi, Mauritania, Nigeria |
| Mr. Mailu Mutuvi | Mutiso Consultants, Ltd. | MBA Financial Management; MA Economics | Marketing, promotional campaigns, management | Kenyan citizen with six years experience in public relations and business management in Kenya |

Regional Financial Management Project. His efforts to create a pilot project culminated in a three-year AID project which has currently been extended for an additional three years.

Project Promotion Specialist

Mr. Mailu Mutuvi, currently a principal partner of Regency Marketing and Advertising Consultants based in Nairobi, has considerable experience in the field of advertising and public relations in Kenya.

Mr. Mutuvi specializes in product promotion and marketing. He possesses significant knowledge of the use of various media to promote products and projects, and has travelled widely in Kenya. He served as Marketing Manager of a multinational company in Kenya for four years. In addition, he has eight years of experience teaching economics, business administration, and finance.

Mr. Mutivi's in-depth knowledge of business, finance, and marketing in Kenya's public and private sectors will enable him to promote the Agricultural Management Project efficiently and effectively.

Short-term Consultants

The short-term consultants who will be available to provide assistance throughout the life cycle of the project are listed in Table 6. The RFP suggests areas in which clients would need assistance. We have matched our consultants' skills and experience against these areas. We have added three additional areas: training, institution-strengthening, and monitoring/evaluation skills. This list is by no means exhaustive; it merely provides an indication of the broad range of capabilities of our short-term consultants.

Robert R. Nathan Associates, Inc.

Linda Markey, RRNA Associate, specializes in training and financial and economic project appraisal. In the area of project appraisal, she recently completed an economic analysis for a PVO funding project for USAID in Mogadishu, Somalia. In the area of training, Ms. Markey conducted studies of crop production in Senegal for use as the major case study for USAID's financial management training course, which she taught.

Table 6. Skill Matrix of Short-Term Consultants

| Name | Academic training | Permanent staff | Consultants | Business organization | Financial systems | Marketing | Inventory control | Procurement | Production | Personnel Planning | Community cations and records | Management | Training | Institution Monitoring/strong. Evaluation |
|-----------------------------------|---|-----------------|-------------|-----------------------|-------------------|-----------|-------------------|-------------|------------|--------------------|-------------------------------|------------|----------|---|
| Robert R. Nathan Associates, Inc. | | | | | | | | | | | | | | |
| Linda Markey | MA Development Economics | x | | x | x | | | | | x | | x | x | |
| Ronald Rogers | MA Asian studies | x | | x | | | | | | | | x | x | |
| Andrew Roscoe | MA Economics | x | | x | x | | | | | | | x | x | |
| Russell Webster | MPA | x | | x | x | | | | | | | x | x | |
| Wesley Heidemann | PhD Agriculture Economics | x | | x | x | x | | | | | | x | x | |
| Management Systems International | | | | | | | | | | | | | | |
| Ittil Asmon | PhD Agriculture | | x | | x | x | | | | | | x | x | |
| Robert Blayney | Grad studies development economics | | x | | x | | | | | | | x | x | |
| Lawrence Cooley | PhD studies (current) Management and Enterprise Development | x | | x | x | | | | | | | x | x | |
| Marina Fanning | BA Business Administration | x | | | | | | | | | | x | x | |
| Malcolm Harper | PhD Business Administration | | x | x | x | | | | | | | x | x | |
| James Heinzen | MPA | | x | x | | | | | | | | x | x | |
| Gordon Kunde | MA Agricultural Production | | x | x | x | | | | | | | x | x | |
| David Levine | AB Mathematics, International Economics | | x | x | x | | | | x | x | | x | x | |
| Kenneth Loucks | PhD Business Administration | | x | x | | | | | | | | x | x | |
| Robert Marshall | MPA | | x | x | | | | | | | | x | x | |
| Kenneth Murrell | DBA Managerial economics | | x | x | | | | | x | | | x | x | |
| Donald Spears | MPA | | x | x | | | | | | | | x | x | |
| R. Moses Thompson | MA Sociology | x | | | | | | | | | | x | x | |
| Janet Tuthill | MA Int'l studies | | x | | x | | | | | | | x | x | |
| Fred Weber | MS Forestry | | x | | | | | | x | | | x | x | |

(Continued)

Table 6. (continued)

| Name | Academic training | Permanent staff | Consultants | Business organization | Financial systems | Marketing | Inventory control | Procurement | Production | Personnel Planning | Communications and records | Management | Training | Institution strengthening | Monitoring/Evaluation |
|--|--|-----------------|-------------|-----------------------|-------------------|-----------|-------------------|-------------|------------|--------------------|----------------------------|------------|----------|---------------------------|-----------------------|
| Mutiso Consultants, Ltd. | | | | | | | | | | | | | | | |
| Samuel Cooper | MSc Agriculture | | x | | | | | | x | | x | | x | | x |
| Joseph Gathuma | MSc, PhD Veterinary Medicine | | x | | | | | | x | | | | | | |
| David Kiwenye | MSc Animal Breeding; PhD Animal Production | | x | | | | | | x | | | | | | |
| Florence Malla | BA Business Administration; Diploma in Business Computer Programming | | x | x | | | | | | | x | | | | |
| Mutsembi Mamundo | MA Economics | | x | | x | | | | | | | | | | |
| Stephen Mboogh | MSc, PhD Agricultural Economics | | x | | | x | | | | x | | | | | |
| Joseph Muvvi | MSc, PhD Soil Science | | x | | | | | | | | | | | | |
| David Mukunya | MSc Agriculture; PhD Agriculture, Plant Pathology | | x | | | | | | x | | | | | | |
| Gideon Mutiso | MSc, PhD Political Science | x | | x | | | | x | | | | | | x | |
| Samuel Ong'aya | MA Health Science | | x | | | | x | | | | | | | | |
| Caleb Wangia | MSc, PhD Agriculture Economics; Diploma Marketing | | x | x | | x | | | | x | | | x | | |
| Kathrine Wanyolke | Certificate Computer Programming | | x | | | | | | | | x | | | | |
| Regency Marketing and Advertising Consultants | | | | | | | | | | | | | | | |
| Eliakim Arackcha | MBA Marketing | x | | | | x | | | | | | | | | |
| Germano Mwebu | PhD, MA Economics | | x | | | x | | | | | | | | | |
| Professional Training Consultants | | | | | | | | | | | | | | | |
| James Ohaso | MBA, MSc Organizational Behavior | x | | | | | | | | x | | | x | x | x |
| Duncan Ochoro | BA Education | | x | | | | | | | | | | x | | |
| Juma Okech | Postgrad diploma Computer Science | | x | | | | | | | | x | | | | |
| Austin Orowe | Diploma Educational Administration | | x | | | | | | | x | | | x | x | x |
| Henry Rono | MA, PhD Sociology | | x | | | | | | | | x | | x | | |

(Continued)

Table 6. (continued)

| Name | Academic training | Permanent staff | Consultants | Business organization | Financial systems | Marketing | Inventory control | Procurement | Production | Personnel Planning | Communications and records | Management | Training | Institution streng. | Monitoring/ Evaluation |
|---|--|-----------------|-------------|-----------------------|-------------------|-----------|-------------------|-------------|------------|--------------------|----------------------------|------------|----------|---------------------|------------------------|
| Rural Industrial Development Trust | | | | | | | | | | | | | | | |
| Joshua Kerretis | CPA | x | | | x | | | | | | | | | | |
| Edwyn Kiptinness | Certificate Business Administration | x | | x | | x | | x | | | | | | | |
| P.J. Mockford | BSc Food Science | x | | | | x | | | x | | | | | | |
| Mwaniki Associates | | | | | | | | | | | | | | | |
| John Bottomley | MA, PhD Agricultural Economics | x | | | x | | | | | x | | | | | |
| Ngure Mwaniki | MBA Economics | x | | x | | x | | | | | | | | | |
| David Ngugi | PhD Crop Production | x | | | | | | | x | | | | | | |
| Mark O. Odhiambo | MSC, PhD Agricultural Economics | x | | | | | | | x | | | | | | |
| Agritech Enterprise | | | | | | | | | | | | | | | |
| Charles Muinamia | MSC Analytical Chemistry | x | | | | | | | x | | | | | | |
| George Ruigu | PhD Agricultural Economics; MA Economics | x | | | | | | | | | | | | | |
| H.M. Thairu | PhD Physical Chemistry | x | | | | | | | x | | | | | | |
| Animatics Ltd. | | | | | | | | | | | | | | | |
| James Fanning | Higher Nat'l Diploma Agriculture | x | | | | | | | | | | | | | |
| Robert Fraser | Certificate of Engineering | x | | | | | | | x | | | | | | |
| Tameezan Wa Gathui | Certificate Agriculture Engineering | x | | | | | | | x | | | | | | |
| Julian Goodwin | Diploma Agricultural Science | x | | x | | | | | x | | | | | | |
| Acceptances Estate Management | | | | | | | | | | | | | | | |
| John Armitage | CPA | x | | x | | | | | | | | | | | |
| Giorgio Campori | Postgrad diploma Tropical Agriculture | x | | | | | | | | | | | | | |
| M.A. Chawdry | PhD, Postgrad Agronomy | x | | | | | | | x | | | | | | |
| David Hardy | School certificate | x | | | | | | | | | | | | | |
| Emmanuel Matega | CPA | x | | x | | | | | | | | | | | |
| Palle J. Rume | Diploma Agriculture | x | | | | | | | x | | | | | | |

(Continued)

50.

Table 6. (continued)

| Name | Academic training | Permanent staff | Consultants | Business organization | Financial systems | Marketing | Inventory control | Procurement | Production | Personnel Planning | Community and Management records | Training | Institution Monitoring/ streng. Evaluation |
|--|------------------------------|-----------------|-------------|-----------------------|-------------------|-----------|-------------------|-------------|------------|--------------------|----------------------------------|----------|--|
| <u>Nyenge and Company</u> | | | | | | | | | | | | | |
| Julius Mathaka | Part I CPA certificate | x | | x | x | | | | | | | | |
| Daniel Mula | Intermediate CPA certificate | x | | x | x | | | | | | | | |
| Boniface Nduva | Accts. clerk certificate | x | | | x | | | | | | | | |
| Stanley Nyala | Accts. clerk certificate | x | | x | x | | | | | | | | |
| David Nyenge | CPA | x | | x | x | | | | | | | | |
| <u>Kenyan National Farmers Union</u> | | | | | | | | | | | | | |
| Thomas Malinda | | x | | x | | x | | x | x | | | | |
| <u>National Council of Churches of Kenya</u> | | | | | | | | | | | | | |
| Muthiru Chege | MEA | x | | x | | x | | | | | x | x | |
| John Kimathi | CPA | x | | x | x | x | | | | | x | x | |
| <u>Lurijos Management Consultants, Ltd.</u> | | | | | | | | | | | | | |
| Clarvis Joseph | LLB | x | | x | | | | | | | x | x | x |
| Vincent Richards | PhD Economics | x | | x | x | | | | | | x | x | |

In 1984, Ms. Markey served as a leader of four two-day seminars for the AID Office of Private Voluntary Cooperation, during which staff members from PVOs were instructed in cost-effectiveness evaluation techniques. Ms. Markey has recently conducted a management training seminar in Kenya.

Ronald A. Rogers, an RRNA associate, has in-depth knowledge of international development gained from over 20 years of experience with the U.S Agency for International Development. He spent over 18 years overseas in 22 developing countries, where he worked closely, often on a daily basis, with officials within the public and private sectors.

Mr. Rogers has a wide range of experience in the design, implementation, monitoring, and evaluation of development projects. While with AID in Abidjan, he worked with the Entente Fund regional program involving five West African countries. He was also the Project Manager for the AID assistance program for the Economic Community of West African States (ECOWAS) and Project Manager for AID's African Development Bank project. He is therefore highly qualified to provide project backstopping support.

Andrew Roscoe, Manager of Computer Services at RRNA, is an economist with experience in systems analyses and management, cost-benefit analysis, and international finance. He is responsible for data base management, computer applications, and staff training. Recently, Mr Roscoe programmed a Housing Needs Assessment Mode for AID and spent one month in Nairobi, Kenya applying the model to estimate total housing needs and affordability by income groups in Kenya.

Russell Webster, RRNA Associate, has specialized in program administration, project development, and management training throughout his professional career in the public and private sectors. His duties at RRNA include new business development, project design, institutional capacity building, program evaluation, and management training.

Notable in Mr. Webster's international background is a three-year assignment in Bangladesh as head of the Mennonite Central Committee's (a PVO) largest agricultural research and extension effort worldwide. He evaluated and implemented significant modifications in the organizational framework and administrative operations of the program, which had a staff of 15 expatriate technical experts and 60 local program staff. In addition to annual planning, budgeting,

evaluation, and reporting, Mr. Webster was responsible for day-to-day administration of the program head office, and directly supervised the work of six mid-level managers.

Dr. Wesley Weidemann, RRNA Principal Associate, has had over 20 years of business and development experience in the United States and overseas. He started his own small business in the United States and worked with micro-enterprises in rural Nigeria and Pakistan. He has served as a management trainer, a marketing expert for LDC cooperatives, and an advisor to small businesses in international marketing and PVOs seeking international markets for handicrafts. At present, Dr. Weidemann manages and coordinates technical assistance activities in an AID project involving four contractors, numerous consultants, five AID bureaus, and 28 AID missions.

Management Systems International

Management Systems International (MSI) will provide a team of highly qualified professionals with a comprehensive set of skills and expertise. These experts will be called on to provide short-term managerial and training assistance throughout the life of the project. Brief descriptions of these individuals are presented below. In addition, complete curricula vitae appear in Appendix A.

Dr. Itil Asmon has over 20 years of experience in monitoring/evaluation procedures and feasibility analysis for extension services and agricultural marketing projects. He has conducted a number of training programs world-wide.

Robert G. Blayney has a diversity of skills and expertise in the fields of institutional development, financial management entrepreneurship, and training/materials development. He has participated in numerous small business assistance projects in Latin America.

Lawrence S. Cooley, President of MSI, will bring a wealth of experience to the project, particularly in the fields of management training, small business development and management, organizational improvement, and project monitoring and evaluation. Mr. Cooley has participated in numerous consultancies for USAID, UNDP, UNICEF, and the World Bank. He was team leader for the design and implementation of a World Bank/Government of Kenya program to identify and train entrepreneurs.

Marina Fanning, currently Vice-President and Director for Operations of MSI, will draw on 18 years of experience in small enterprise development and training. Ms. Fanning is particularly well known for her work in the design and evaluation of information management and dissemination programs.

Dr. Malcolm Harper is a world-renowned specialist in the evaluation design of small enterprise development programs. He also has extensive experience in training. Dr. Harper wrote his doctoral dissertation on extension services for small businesses in Kenya.

James D. Heinzen specializes in project design and evaluation, needs analysis, and small-scale enterprise development. He has participated in numerous consultancies providing assistance to small businesses and agricultural cooperatives.

Gordon Kunde has a broad base of experience in project management, small enterprise development, productivity improvement, and financial analysis of investments. He was recently the managing director of an AID-funded agribusiness startup project in the West Indies.

David LeVine will draw on skills and expertise gained through 15 years of consulting experience world-wide in the areas of institutional development, management, training, design and delivery, and program design and evaluation.

Kenneth Loucks has over 25 years of experience teaching courses on small business management, entrepreneurship, and the management of human resources. He has published numerous articles on business management.

Robert Marshall is an experienced professional specializing in small enterprise assessment, financial analysis, and institutional development.

Kenneth Murrell specializes in management training and organizational development. He has been involved in several management consultancies in East Africa. Mr. Murrell has been teaching courses in management for the past 13 years.

Donald Spears has over 10 years of experience as a management trainer consultant and training coordinator. He has served as lead trainer for numerous programs in agricultural management.

R. Moses Thompson is Director of Institution Development at MSI. He is a management specialist with professional competence in project and program planning and management, management training, and institutional development and management. He is currently involved in a program funded by the African Development Bank and the World Bank. His position entails performing needs assessments and designing and conducting training of trainers courses for African management training in agriculture.

Janet C. Tuthill has had considerable experience in Africa in the areas of project design and evaluation, needs analysis, and management training and materials development.

Fred Weber is an experienced consultant with over 15 years of experience in crops and livestock production, resource management, arid land use planning, and vegetation restoration.

Mutiso Consultants Ltd.

Dr. Gideon Mutiso has participated in a wide variety of consultancies over the past 15 years. Dr. Mutiso's consultancy experience includes projects for international agencies such as UNICEF, the World Bank, UN/ECA, USAID, as well as Kenyan organizations such as the Christian Council of Kenya and the University of Nairobi. He served as team leader for several of these consultancies.

Dr. Mutiso's particular strength lies in his proven ability to recruit and coordinate a broad range of qualified Kenyan consultants. In 1985, he was the Team Leader of the National Community Based Distribution Plan (CBDP) sponsored by the National Council on Population and Development (NCPD) Pathfinder and USAID. In this capacity, Dr. Mutiso was responsible for the coordination of over 15 foreign nationals. Dr. Mutiso has recently been involved in the development of technical proposals for a large USAID-funded Housing and Rural Development Project. Dr. Mutiso's demonstrated capacity in the coordination of technical assistance is accompanied by diverse skills and expertise. Consequently, he will be able to make a substantial contribution to this project, drawing on his knowledge and experience in the fields of policy analysis, planning, project design, and institutional strengthening.

Dr. Mutiso's professional experience in development activities is reinforced by his academic background; he possesses an MA/PhD in Political Science and has taught various courses on African Politics and East African studies.

Dr. Caleb Wangia is a highly qualified consultant with extensive experience in marketing in both the public and private sectors, business administration, and product promotion. Dr. Wangia has conducted numerous in-depth marketing studies, developed technical promotional materials, and is experienced and knowledgeable on both the domestic and international facets of marketing. He was a lecturer at Egerton College for two years, specializing in agricultural and food marketing, as well as business administration. His expertise extends to the area of livestock marketing and management. Dr. Wangia possesses a MSc/PhD in Agricultural Economics; he also has a diploma in marketing.

Emmanuel Cooper possesses a wealth of knowledge and expertise, gained from 20 years of experience as an agronomist. His particular areas of specialization include management and technical training, project promotion, monitoring, and evaluation; extension services and development of enterprise technology for crops and livestock. He has designed and organized workshops and has recently completed a consultancy with the Training and Visit National Extension Project for the Kenyan Ministry of Agriculture and Livestock Development. He possesses a MSc. in agriculture.

Mutsembi Manundo is an economist with a wide range of expertise which includes economic development (particularly cost-benefit analysis and project appraisal), resource economics, and international trade and finance. He has participated in numerous consultancies for the United Nations Development Programme, Government of Kenya, U.S. Agency for International Development, and the International Development Research Centre which dealt with, among other topics, the role of women in cooperatives, investment opportunities for women, and various aspects of the agro-economy. He has performed numerous studies and analyses on topics ranging from energy to trade and population. He is frequently asked to deliver lectures and present papers at the Kenya Institute of Administration. Mr. Manundo has an MA in economics and is currently Lecturer in economics at the University of Nairobi.

Dr. Stephen G. Mbogoh is an agricultural economist with considerable experience in the fields of marketing and economic analysis, including cost-benefit and policy analysis. He has performed many consultancies for the Kenyan Ministry of Lands and Settlement, the Ministry of Livestock Development, and the Ministry of Agriculture. He was a co-opted

committee member for the task force for the preparation of the Agricultural Plan for the 1983/7 National Development Plan. Dr. Mbogoh holds a MSc/PhD in agricultural economics.

Katherine Wanyoike is a computer specialist with over eight years of experience in writing programs, maintaining existing programs, and software programming. In addition, she is experienced in the training and supervision of staff members. She has been a programmer with the the Kenya Tea Development Authority for the past six years.

Florence Malla will make a significant contribution to the Agricultural Management Project through her computer programming skills and knowledge of both computer hardware and software. She recently obtained a diploma in business computer programming, in addition to an BA in business administration. Ms. Malla's most recent positions include that of computer programmer with the Coffee Board of Kenya, where she is responsible for accounts receivable and payable, payroll, and supervision of the clerical staff.

Samuel Ong'ayo brings over eight years of experience to the project, specializing in procurement, logistics, inventory control, and records. He was one of the two consultants chosen to work on the logistics of the 14-year plan for the National Community Based Distribution of contraceptives in Kenya for the National Council on Population and Development. In addition, he has organized and conducted workshops on strengthening health services management at the district level. Mr. Ong'ayo holds a MSc. degree in health science with an emphasis management, planning and evaluation.

Dr. David Kimenye possesses broad expertise in the area of animal production. Prior to his current position as senior lecturer at the University of Nairobi, Mr. Kimenye served as an agricultural officer for the Government of Kenya. He has MSc./Ph.D in animal production and has published numerous articles on livestock production.

Dr. Joseph Gathuma's vast expertise in the area of livestock medicine and pharmacology is illustrated by the numerous articles and papers (in excess of 30) he has published on the subject. He has been Chairman of the Department of Public Health, Pharmacology and Toxicology at the University of Nairobi for the past eight years. Dr. Gathuma holds a MSc./Ph.D in veterinary science.

Dr. Daniel Mukunya has comprehensive experience as a crops specialist. His area of specialization is breeding for disease resistance in major crops. Notable in Dr. Mukunya's wide range of professional experience are two assignments. First, he was coordinator of the Plant Protection Programme funded by the Rockefeller Foundation. In this capacity he initiated and directed the project for three years. The direct result of this programme was the establishment of crop protection research at the Faculty of Agriculture and the Faculty of Science of the University of Nairobi. Second, he was principal investigator of the Bean Collaborative Research Support Programme, an AID-funded program. He holds a MSc./Ph.D in agriculture and plant pathology, and has published over 20 articles on plant science. He has been teaching at the University of Nairobi for the past 13 years and has served as a consultant to committees of the Ministry of Labor, Ministry of Agriculture, and Ministry of Education.

Dr. Joseph P. Mbuvi, a soil specialist, will draw on 10 years of experience with the Ministry of Agriculture's Kenya soil survey. Additional experience includes consultancies to diverse Government of Kenya development plans, and participation in field work for various soil surveys and irrigation projects. He has a MSc/PhD in soil science, and has published over 15 articles on soil science. Dr. Mbuvi has been a lecturer at the Department of Soil Science, University of Nairobi, for the past six years.

Brief descriptions of the principal individuals of the nine additional Kenyan firms providing short-term consultancy services are presented in the following section.

Mwaniki Associates

Ngure Mwaniki's particular expertise is in financial and economic analysis. He has a broad range of professional experience totalling over 12 years. Mr. Mwaniki was a consultant to the Working Party on Government Expenditures to examine economic management issues and efficiency in Kenya's public sector. In addition, he served as Team Leader of the USAID-funded Agribusiness Development Study. Mr. Mwaniki has participated in numerous consultancies for the World Bank, UN/ECA, Pathfinder, and many Kenyan ministries. He possesses a MA in public administration.

Dr. John Bottomley, an agricultural economist, specializes in cost-benefit analysis. He held the Chair of Economics at Bradford University in England for 17 years,

and founded the well-known Bradford Planning Centre for Developing Countries. He has served as a consultant to several African governments and numerous international organizations including the Food and Agriculture Organization, the World Bank, and the International Labor Organization. He holds a MSc/PhD in Agricultural Economics.

In addition to Mr. Mwaniki and Dr. Bottomley, the following individuals competent in particular areas of expertise, will be available to offer technical assistance.

Dr. Philip Githinji, specializes in food processing and post harvest development. Dr. S.O. Noormahamed, is a highly qualified economist with special expertise in the area of econometrics. Dr. Paul Mbuga, is an animal scientist who served for many years as a Research Officer with the Kenyan Ministry of Agriculture. Finally, R.K. Muni is a trained irrigation engineer.

Rural Industrial Development Trust

Edwyn Kiptinness is a highly qualified management consultant with over 15 years of experience in various facets of management and marketing. He specializes in job management training and recruitment and is proficient in the management of diverse projects. He has travelled widely in Kenya for procurement, training, and marketing purposes. He is currently the director and manager of various rural industries in Kenya. He holds a certificate in business administration from the Kenya Institute of Management.

Rural Industrial Trust counts among its qualified consultants the following two individuals who will be available to offer assistance to the implementation of the Agricultural Management Project.

P.J. Mockford is a food science expert with special skills in food technology and food processing design. He also possesses significant project management skills. Joshua Kerretts, CPA, specializes in agribusiness accounts; he has extensive public and private sector experience.

Professional Training Consultants

James Herbert Obaso is one of the leading management training experts in Kenya. His professional career spans a period of almost two decades and he has been exposed to a broad survey of projects and programs.

As Head of the Department of Public Administration at the Kenya Institute of Administration, he was responsible for the design, administration, and supervision of management training programs to senior officers from the public service and the private sector. In addition, he served as under-secretary in charge of staff development at the Directorate of Personnel Management where his duties included coordination of training programs in all Government Ministries and the determination of training needs. He was also Principal of the Government Training Institute in Mombassa. He organized seminars, conferences, and workshops and took a leading role in designing and administering training programs.

Mr. Obaso has played a significant role in numerous consultancies. Recently, he served as a consultant to the World Bank team evaluating the Kenya Educational Staff Institute, and the USAID team evaluating Egerton College.

Mr. Obaso possesses strong management training and institution-building expertise. He has an intimate knowledge of management in both the public and private sectors in Kenya. He is regularly asked to give lectures on management/administration to the Government of Kenya's Ministries and Departments, the private sector and the University of Nairobi. He holds a MSc. degree in public administration and organizational behavior.

Professional Training Consultants will also offer the services of the following individuals.

Juma Okech has a background in computer training. He has participated in numerous computer consultancies which involved the design, development and implementation of various database systems. Henry Rono is a specialist in social science research methods and data analysis. Austin Orowe has 20 years experience in personnel, manpower planning and needs assessment. Finally, Duncan Ochoro has a wide range of experience in management training, manpower development and project management.

Agritech Enterprise

Dr. Henry M. Thairu is a production agronomist who has performed in-depth studies as a consultant on the improvement of growing fruits and horticultural products, improvement of salt production, and coffee rehabilitation soil analyses. He holds a Ph.D in Physical Chemistry and has been teaching physical chemistry for the past ten years.

Dr. George Ruigu has contributed to over 15 consultancies during the past 16 years, mainly in the area of economic analysis of various subjects such as the impact of the Agricultural Research Center on national agricultural systems, the Food and Agriculture Organization's assessment of Trained Manpower Requirements, the Smallholders Credit Program, and many others. He has published numerous articles on a variety of topics. He holds a PhD in Agricultural Economics, and has been teaching economics and agricultural economics for the past eight years.

Agritech Enterprise also offers the expertise of Charles Muinamia, an agricultural chemist and a pesticide specialist.

Animatics Ltd.

Julian Goodwin will provide special skills gained from over 25 years in sales, marketing, and management positions. He planned, founded, and developed Animatics Ltd. to import and market a full range of livestock equipment throughout eastern and central Africa. Animatics Ltd. represents some of the major manufacturers in the field. Mr. Goodwin's expertise extends to procurement, inventory control, business organization, market research and analysis.

Animatics Ltd. will also offer the services of James Fanning with experience in sales and management, as well as those of Robert Fraser whose special skills include marketing and training. Finally, Tameezan Wa Gathui will offer her expertise in marketing, agro-machinery tool design and sales, as well as farm workshop development.

Regency Marketing and Advertising Consultants (REMAC)

Eliakim Arackha has over 10 years of experience in accounting, combined with five years of experience in public relations/advertising. He has considerable expertise in product promotion and marketing. He has an MBA in marketing and is a Fellow of the Institute of Administration Accounting.

Germano Mwabu is an economist specializing in health economics and rural and agricultural development, with experience in project evaluation.

Standard Chartered Acceptances
Estate Management Ltd.

Palle J. Rune offers a wealth of knowledge acquired from over 25 years of experience in farm management, particularly in coffee, tea, and horticultural products.

Giorgio Campori had extensive experience in coffee, cattle, and sheep farm management over the past 28 years in Kenya.

John S. Armitage is a CPA with almost 20 years of experience in finance and audit. He is also knowledgeable about computer systems appraisal and selection.

David A.G. Hardy offers the expertise of 34 years of experience in agricultural production, particularly coffee and pineapple production.

Nyenge and Company

David Nyenge has been a CPA for over 10 years and specializes in small business management.

Nyenge and Company will also offer the services of an additional five permanent staff members: four experienced accountants and one accounts clerk.

Kenya National Farmers Union

Thomas Malinda. As National Chairman of this country-wide organization which represents farmers and promotes their interests, Mr. Malinda has the skills and knowledge which will allow him to make a high-quality contribution to this project. He has a keen awareness of the needs of the farmers and will assist in the task of client selection and determination of the demand for the services offered by the Agricultural Management Project.

The National Council of Churches
of Kenya (NCKK)

Muthiru Chege is the coordinator of the NCKK Small Business Enterprises. He holds a degree in Business Administration, and has considerable experience in marketing and management.

John Kimathi is a qualified accountant specializing in credit and business management. He is the Business and Credit Manager of the NCKK Small Business Enterprises.

Lurijos Management Consultants Ltd.

Mr. Clarvis Joseph, Director and Senior Management Consultant for Lurijos in Antigua and Barbuda, is a management and evaluation specialist with particular expertise in the assessment of project design and implementation strategies for human resource development.

Since 1983, Mr. Joseph has worked with the Caribbean Association of Industry and Commerce in designing and conducting management training programs for private sector company managers.

Dr. Vincent A. Richards, Vice President and Senior Economic Management consultant for Lurijos, has been a practicing business management and project evaluation consultant in the Caribbean since 1974.

APPENDIX A. Resumes of Proposed Staff and Short-Term
Consultants

Resumes and Letters of Commitment of the
Core Team Members

ROBERT R. NATHAN
ASSOCIATES, INC.

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1301 Pennsylvania Avenue, N.W.
Washington, D.C. 20004
Telephone: 202-393-2700
Telex: 248482, Cable: NATECON
TWX: 710-822-1995

NAME: Dr. Richard F. Saunders
DATE OF BIRTH: 1925
CITIZENSHIP: U.S.A.
EDUCATION: B.S., Agricultural Economics, University of
Maine, 1950
M.S., Agricultural Finance and Farm Management,
Cornell University, 1951
Ph.D., Agricultural Economics, Agribusiness
Management and Marketing Cornell University,
1953
Post-doctoral training in Economic Policy
Micro-Economic Analysis and Social Psychology,
Massachusetts Institute of Technology, School
of Industrial Management
LANGUAGES: French, German

Dr. Saunders has 33 years of experience as an agricultural economist. Much of this experience has been in strengthening the capabilities of both public and private agricultural-related institutions in management, financial and budget procedures, policy and planning, and personnel training. He has served as team leader or project manager for technical assistance teams in five developing countries, including a five-man team in the Agricultural Finance Corporation of Kenya for two years to provide technical services for strengthening and broadening the financial management and agricultural credit system and capabilities of the AFC. He thus has had 21 years in managing, administrating, and coordinating large, complex agricultural-related projects involving close counterpart relationships in these institutional strengthening programs within a variety of institutions and organizations.

Since 1985, Dr. Saunders has worked with Checchi and Company, Dhaka, Bangladesh, as the Team Leader/Agricultural Credit Specialist, on the Technical Assistance Project for the Institutional Strengthening of the Bangladesh Krishi (Agricultural) Bank (BKB), supported by the Asian Development Bank. The 18-month project has as its objective the strengthening of the "overall staff capability as well as expertise in various fields, so that BKB will (sic) carry out its future operations efficiently and take care of future institution building aspects on its own." The consultancy

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reviewed achievements derived from earlier technical assistance extended to BKB by the ADB and identified the areas/disciplines where improvement is needed. It examined the BKB's present and future lending activities, including the diversification of project lending of various types of credit schemes. Dr. Saunders determined how BKB's present organization and management base and its operating policies and procedures could best cope with BKB's future activities. Recommendations on budget and financial control were incorporated into a Budget and Financial Control Manual produced under the project. Recommendations for lending project appraisal, policies, and procedures became part of a proposed loan manual containing chapters on formulation of lending programs, lending policies, and procedures, and project monitoring and evaluation.

From 1983 to 1985, as a consultant with Louis Berger International, Inc. in Juba, Sudan, Dr. Saunders served as Project Manager for Southern Regions Agricultural Development, a ten-year, three-phase USAID-funded project. Project components included Agricultural Policy, Planning and Budgeting Private Sector Agri-Business Development, Feeder Road Construction, Agricultural Marketing, Crop Production Improvement, Rural Credit, and Training. As Project Manager, Dr. Saunders was responsible for coordinating all aspects of the project which called for eight long-term expatriate specialists and numerous short-term personnel.

In addition to his project management activities, Dr. Saunders served as Agricultural Policy and Planning Advisor to the Regional Ministry of Agriculture in Juba, where he recommended increased reliance on free market forces to guide, motivate, and control agricultural production and less government intervention and control. In January 1985, the project was closed down due to the uncertain security situation in Southern Sudan.

From 1981 to 1983, Dr. Saunders worked with Public Administration Service, Inc., Nairobi, Kenya, as Chief of Party of a five-man technical assistance team in the Agricultural Finance Corporation of Kenya (AFC) under a two-year contract with the Government of Kenya supported by USAID. The project provided technical services for strengthening and broadening the financial management and agricultural credit system and capabilities of the AFC. All project personnel served two years in Kenya and worked as

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operating executives in the AFC. The technical assistance team included a financial management advisor, a fiscal planning and budgeting advisor, an agricultural credit appraisal advisor, a training advisor, and a chief of party/credit review advisor.

As Chief of Party and Credit Review Advisor, Dr. Saunders was principal advisor to the general manager of the corporation and project manager responsible for coordinating and supervising the activities of the multidiscipline project team specialists. He was also the liaison with USAID/Nairobi on all matters pertaining to the project at AFC; he worked closely with the World Bank, United Nations, and the various bilateral organizations providing assistance to Kenyan agricultural communities. His duties included providing the general manager of AFC with recommendations on needed changes in government policies as they affected farm production, marketing and credit operations (i.e., prices and regulations for farmers, farm input supplies, and buyers of farm products).

External policy recommendations included free market prices to guide farm production and lending schemes, profits to provide the motivation and incentive for farm production and services, and competition to control prices, costs, profits, etc. Dr. Saunders participated with AFC senior management in developing annual and five-year corporate plans and budgets, lending strategies and internal operating policies and procedures and performance evaluations.

From 1972 to 1981, Dr. Saunders was Chairman of the Economics Department and Professor of Business Administration at Husson College, Maine. While conducting research and teaching at Husson, Dr. Saunders became intimately familiar with the latest methodologies of national budget development, industrial and pastoral market assessment, and transitional policy development from parastatal to private enterprise industries. He taught undergraduate and graduate courses in economic development policy, comparative economic systems, the development of modern economic thought, and Micro-Economics.

During the summer of 1976, he served as Chief of Party of a seven-member team assigned to conduct a study to make an assessment of the economic impact of some 160 rural farm to market access roads on the Island of Mindano, the Philippines. The Asian Development Bank, sponsoring the study, selected 50

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access roads that promised to offer high rates of return immediately following the study. The team consisted of experts in agricultural marketing, feeder roads, local government, agronomy, and private enterprise development.

From 1965 to 1972, Dr. Saunders, as a consultant with Robert R. Nathan Associates, participated in numerous agricultural planning and economic studies.

As Chief of Party of a group of Afghanistan Ministry of Planning and Development and Agricultural Development Bank officials, he participated in USAID-sponsored field/observation trips to Iran and Turkey. The group met with their counterparts in the host countries and visited development projects which had agricultural credit, crops, livestock, irrigation and land development, cooperatives, agribusiness, among other components, in order to see what other countries were doing in the area of development, and to carry their observations back to their own development projects. In the follow-up discussions led by Dr. Saunders as part of this "institutional learning" exercise, the participants identified relevant and transferable ideas and techniques.

In addition, Dr. Saunders designed and supervised the implementation of a regional planning program to provide agricultural services including agricultural extension, farm credit, and a network for the supply of farm inputs to commercial and family farmers in four regions including the Helmand River Valley Region of Afghanistan.

Dr. Saunders was responsible for planning, budgeting, programming, monitoring and issuing of recommendations for release of funds in the implementation of agricultural sector projects for the Ministries of Planning and Agriculture of Afghanistan. The work involved extensive traveling with the technical staff of the two Ministries to various project sites throughout Afghanistan to inspect and evaluate the ongoing projects. Projects visited included those sponsored by USAID, UNDP, and other multilateral and bilateral aid donors.

Dr. Saunders assisted in the design and implementation of on-the-job training programs, formal training seminars, and workshops, and the arrangement of overseas academic training as part of the development of institutions in the two Ministries of Planning and Agriculture in Afghanistan to undertake

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the identification, preparation, programming, implementation and subsequent evaluation of agricultural development projects in the country.

Dr. Saunders contributed to the formulation of agricultural policies and the preparation of the agricultural sector plans for two Five-Year Development Plans for Afghanistan. The plans were developed from the bottom up, starting with village and community level project identification and going to provincial and national policy development. One of Dr. Saunders' responsibilities was to visit rural communities and assist them in their project identification and preparation and their submission of plans and proposals to the Ministry of Planning.

He also served as special advisor to the President of the Agricultural Development Bank of Afghanistan in strengthening the bank's staff and operations and expanding the bank's services to farmers. Dr. Saunders' contributions centered on on-the-job training, formal training through seminars and workshops for the bank staff, and advising on the opening of branch offices in the regions in order to get the bank's services physically closer to farmers.

From 1963 to 1965, Dr. Saunders was Professor of Agriculture and Resource Economics at the University of Maine. Among his research and teaching responsibilities, Dr. Saunders conducted the following programs:

- . An economic feasibility study and a nationwide market survey for selected prefabricated wooden buildings designed for agricultural use in the United States. The design for storage and livestock buildings was readily accepted and has since been put into mass production by the major U.S. manufacturers.
- . A course in international marketing and economic development at undergraduate and graduate levels for both American and foreign students.
- . A technical and economic feasibility study for establishing a wood veneer mill and box factory in Maine. The study was jointly sponsored by the State of Maine Department of Industrial Cooperation and the Maine Poultry Association as part of the States's industrial development effort.

ROBERT R. NATHAN
ASSOCIATES, INC.

Dr. Richard F. Saunders
Page 6

An economic feasibility study for the establishment of a cooperative poultry feed mill in Maine for the regional farmers' cooperative members poultry farms. The study was part of the State of Maine's regional development effort.

From 1960 to 1963, Dr. Saunders was a Senior Economist, in the Management Services Division of Arthur D. Little, Boston. He managed and directed research projects and consulting assignments for major U.S. firms in the food and agribusiness industry. Much of the work involved identifying and evaluating diversification opportunities, including vertical integration of producing, processing, and marketing food and fiber products.

From 1953 to 1960, Dr. Saunders was an Associate Professor of Agricultural Economics in Research, Teaching and Extension at the University of Maine. He directed and conducted applied research in the field of agricultural economics, farm management, financing and marketing. He initiated and conducted some of the earliest studies of contract commodities growing and vertical integration in the agriculture industry.

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P.O. Box 2510
Leeds, Maine 04263
March 17, 1986

Robert R. Nathan Associates, Inc.
1301 Pennsylvania Avenue, N.W.
Washington, D.C. 20004

Dear Sir:

This letter is to give my consent to be proposed as a staff member for the Agricultural Management Project (615-0221), USAID Kenya. If selected, I intend to accept this assignment.

Sincerely, yours,

A handwritten signature in cursive script, appearing to read "Richard F. Saunders".

Richard F. Saunders

MERLYN H. KETTERING

Management Systems International
600 Water St., S.W.
NBU 7-7
Washington, DC 20024

113.

Present Employment: (1981 to present)

International Training Administrator and Technical Assistance Officer,
International Development Management Specialist;
Development Programs Management Center (DPMC);
Technical Assistance Division (TAD);
Office of International Cooperation and Development (OICD);
U.S. Department of Agriculture (USDA); Washington, D. C.

Career Objective:

To engage in management development programs which effectively expand the capacities of persons and human systems for self-sustaining, resilient actions to ensure (1) fulfillment of basic human needs, (2) empowerment to influence persona and societal destinies, (3) sufficient productivity for economic viability and (4) creative interdependence and support through actions for learning and sharing between individuals, groups and human systems.

Primary Skill Areas:

Management; Management Development; Training and Action-Training; Development Project Design, Implementation and Evaluation; Action Research; Human Relations; Organization Development; Counselling.

Career Focus:

Four primary and interrelated areas summarize career focus to date. Detail on each area is provided in the following pages.

- (1) Agricultural and Rural Development Projects and Programs
- (2) Human Resource Development and Training
- (3) Institutional Development, Development Management and Management Improvement
- (4) Development of Action-Oriented Methodologies for Research, Training, Management and Systems Improvements

Summary of Work Experience

1963-65, Church of Brethren Youth Programs; 1965-68, Oxfam Village Development Project, Kozani Province, Greece; 1968-71, Education Officer, North-Central State, Nigeria; 1971-76 Teaching Assistant & Special Programs Faculty Associate at University of Pittsburgh, Pennsylvania; 1976-1980, Projects Division and Project Analysis & Monitoring Company, Ministry of Finance, Kingston, Jamaica; 1980-present, International Training and Development Management Specialist, Development Programs Management Center, U.S. Department of Agriculture, Washington, D.C.

1. AGRICULTURAL AND RURAL DEVELOPMENT PROGRAMS AND PROJECTS

- Thailand** management and organization development consultant on Northeast Region Area Development Project assisting with implementation start-up and on-going support, management enhancement, technical and management systems development. Consultancies from 1981 to present.
- CARDI** Caribbean Agriculture Research Development Institute, CARDI Agricultural Farming Systems Research Project. technical advisor on management design, projects start-up, projects and management systems, management development and support, and research systems development. Consultancies from 1983 to present.
- Mali** technical advisor on design and implementation aspects of program and project management and management development for the Mali Livestock Sector Project. Consultancies beginning 1981 to present.
- Jamaica** assisted in design, implementation and/or evaluation on over 100 projects ranging from small community-based production and business projects to large donor-financed projects such as \$42m First Rural Development Project. Resident project development advisor from 1976 to 1980.
- Greece** managed Oxfam Village Development Project for mountain village area in Kozani Province providing extension and assistance for small livestock, farm cropping trials, water systems and cooperative and marketing systems. (1965-1968)

2. HUMAN RESOURCE DEVELOPMENT AND TRAINING

Formal Education

- Administrative Staff College, Kingston, Jamaica. 1977-78.**
 Faculty Associate for Project Planning and Management. Conducted short courses in project planning, project management, and development management; carried out training needs analysis for public servants related to development management; initiated linkages between formal and in-service training in government, university and private sector organizations
- University of Pittsburgh, Pittsburgh Pennsylvania, USA. 1971-1976.**
Graduate School of Public and International Affairs (GSPIA)
 Teaching Assistant for Graduate and Post Graduate Courses and Short Courses for International Students in Project Planning, Project Management, National Planning, Agriculture Development, and Social Development.

Urban Affairs Program

Faculty member teaching undergraduate courses on Organization Development, Project Management and Human Relations.

Institute for Training and Organization Development (ITOD)

Faculty member on short courses for international students in subjects such as project planning and management, development administration, organization development and national planning.

Educational Officer, North-Central State, Nigeria. 1968 -1971.

Katsina Women's Teachers College, Katsina.

Coordinator of Science and Math Programs,
Assistant Coordinator for Teacher Training & Teaching Methods,
Faculty Leader for Rural Primary Teachers Upgrading Program,
Conducted training needs assessment for rural primary teachers
Designed career teaching programs for women graduates;
Member of Sports Faculty.

Management Training and Training of Trainers

Development Programs Management Center, U.S.D.A.

International Development Management and Training Specialist

Project and Program Management courses, workshops and assistance for managers and technicians on development projects and programs in Thailand, Haiti, Malawi, Indonesia, Jamaica, Pakistan, Egypt, Dominican Republic, Eastern Caribbean and The Sahel.
Using action-oriented training approaches, conducted needs analysis and institutional strengthening activities in relation to short courses and workshops.

Financial Management Training including consultations, courses and workshops for managers, project officers, accountants and technicians in Niger, Burkina Faso, Mali, Senegal, The Gambia, Mauritania, Cape Verde, Chad and Haiti.

Senior Project Director for Sahel Regional Financial Management Project, a four-year effort initiated by innovative training and organizational needs analysis and pilot training and orientation sessions with host country and donor officials.

Training of Trainers for host country and US managers, technical specialists, management and technical trainers, and consultants carrying out development assistance in Jamaica, Haiti, Senegal, Thailand, The Gambia, Cape Verde, Mali, Niger, Mauritania, Chad, Burkina Faso, Indonesia, etc.

Training Sessions for USDA's International Training Division in courses on the management of agricultural projects and programs, development project planning, project analysis, and project evaluation.

National Planning Project, Government of Jamaica/USAID (1976-1980)
Project Development Resource Team
Project Analysis & Monitoring Company
Ministry of Finance
Project Team Leader

The National Planning Project created a training unit within the Ministry of Finance. The training unit, known as the Project Development Resource Team (PDRT), was responsible to carry out training with all government sectors involved in financing from international donors and lenders. The objective of the training unit was to improve the capabilities and capacities within the government for planning, analyzing, implementing and evaluating development projects. The PDRT, initially in the Projects Division of the Ministry, worked with all sectors to facilitate strengthening planning, management and training functions related to development projects. The objectives of the National Planning Project were:

- (1) to create a Jamaican capability to train and consult on planning, appraising, implementing and evaluating projects;
- (2) to train a large number of Jamaicans in project planning and management; and
- (3) to create a stream of successfully implemented projects.

The PDRT used a "management improvement approach" based upon systems development linked to "action-training". Management improvement involved the design and institutionalization of project management systems at all levels for unifying and clarifying the procedures, processes and responsibilities to move projects at all stages of development and implementation. Action-training was characterized by an emphasis on in-country, on-the-spot training of teams actually assigned to live, priority projects and helping them do their projects.

The PDRT is a national level training and consulting team which uses action-training methods within public organizations to strengthen project planning and management. The PDRT is an interdisciplinary team of four-five qualified professionals who bring appropriate mixes of skills and experiences to training and consulting activities. The team developed the Project Planning & Management Series as resource materials for training. During the first four years of the PDRT, more than 150 projects (and project teams) received assistance and more than 1100 persons were trained in planning and management.

During the life of the project, the team leader had a range of responsibilities which changed over time. Early demands were for needs analysis related to both training and management systems. Developing effective training methods, curriculum and materials development, project consultations and establishing linkages with other training institutions were most important at middle phases. During the final stages, training of trainers, leadership development and program institutionalization were most important. All were seen as "training" in broadest sense.

Other Training Activities

Technical Training on small livestock, cropping patterns, vegetable gardening, water management and land/range management on Village Development Project in Greece and Jamaica.

Training Materials Development for above training activities, with published materials including Project Planning & Management Series, Financial Management Manuals, Development Program Management Series and Intensive Vegetable Gardening.

3. INSTITUTIONAL DEVELOPMENT, DEVELOPMENT MANAGEMENT, MANAGEMENT IMPROVEMENT

Development Programs Management Center, USDA

Assisted with expansion of focus on development projects to programs, expansion to include financial and technical management, introduction of microcomputer technologies and automated systems, expansion of focus beyond host country systems effectiveness to include donor and technical assistance systems and effectiveness, and expansion of DPMC program beyond action-training to include long-term management assistance and action-research on management improvement.

International Development Management Center, University of Maryland

Initiated, with Coordinator of DPMC, this center for development management improvement and provides ongoing guidance, management and advice through DPMC's technical assistance and research programs. Carried out institutional strengthening consultations and activities with the Center and associated faculty in Maryland and other universities.

Sahel Regional Financial Management Improvement Program

Conceptualized and led technical assistance to improve accounting and financial management of Sahelian institutions involved in development programs utilizing donor funding (1981-82); Senior Project Director for the Sahel Regional Financial Management Project (1982-1986). Conducted intensive training and organizational needs analysis for AID which lead to pilot effort and the three-year project, which is now being extended for another four years.

Project and Program Management Systems for AID

Management systems design, development and training provided for institutional strengthening in host country and donor programs for USAID/Bangkok (1981-84), the Sahel Program and USAIDs in Sahel, PPC Development Management Evaluations, USAID/Lilongwe and USAID/Kingston. Assisted in evaluation and evaluation review workshops using participative and rapid analytic approaches for timely decision-making.

Project Monitoring & Analysis Company (PAMCO) and Project Development Development Resource Team (PORT), Ministry of Finance, Jamaica.

As technical advisor on National Planning Project (1976-80), created PORT, an interdisciplinary team of Jamaicans to provide technical assistance to development projects in agriculture and other priority sectors. During project, over 150 projects, at all stages, (75% in agriculture) were given assistance. Systems were developed in Ministries to ensure ongoing development of staff skills. This program is ongoing in Jamaica.

Conceptualized, designed and assisted with institutionalization of national inter-Ministerial development project management systems and assisted with creation of PAMCO as an agency of the Ministry of Finance to monitor and coordinate donor-sponsored projects.

Training and organizational needs analysis were conducted regularly in government organizations, projects and management areas; assisted government leaders in development and establishment of program and project management systems which synchronized donor missions and assistance for more effective time and financial management; assisted in development of manpower and staff development plans for public sector officials; consulted with public and private groups on development planning and implementation, using more systematic and participatory approaches than customarily found in bureaucracy.

Developed interdisciplinary team of Jamaican officials who have expanded the program. Action-training methodologies and techniques for project and program management used in staff development programs in Jamaica. Project Planning & Management Series published by Government of Jamaica now adapted to introduce methods and techniques to many other developing nations world-wide.

Women in Teaching Program, Katsina Province, Nigeria

Initiated post-college teaching program to engage women trained in primary education in teaching profession for minimum of three years as a model for expanding women in professions (1969-71) with ongoing support from local leadership and government.

Assisted in developing innovations of methods and approaches for rural primary teacher upgrading program.

Livaderon Cheese Cooperative

Initiated cheese production and marketing cooperation at village level leading to improvements in local cheese production, storage and marketing (1967-68) with basic structures adapted to changing needs and competing factions in villages.

Regional Youth Service Programs, Church of the Brethren, USA.

Central Region Youth Chairman and National Youth Chairman, initiated and managed Youth Service Programs including Summer Earn & Serve Programs bringing college youth and local churches together, Camp Counselling Program and Mobile Regional Youth Cabinet during 1962-65. Institutionalized the innovative Youth Service Programs in regional program and introduced these to other regions.

4. DEVELOPMENT OF ACTION-ORIENTED METHODOLOGIES FOR RESEARCH, TRAINING, MANAGEMENT AND SYSTEMS IMPROVEMENTS

Following are some of the innovations in methodologies and approaches which come from my work in development. The ones listed here are those which have had significant impact, which are relatively unique and innovative, and which directly address development issues.

National Project Management Systems: Assisted Ministry of Finance, Jamaica in the development and institutionalization of inter-Ministry Project Management System for donor funded projects. The system covered all stages of project planning and implementation, with emphasis on coordination of projects within and between Ministries and monitoring for technical and financial progress. This system was expanded to include domestically funded development projects and and community-level projects. (1977-80) Establishment of the system involved training and orientation at all levels of the government and Ministries, from the political directorate to the community level field staff.

Implementation Start-up Methodology: Created and refined a systematic approach for implementation of development projects, focussing on the critical phase of start-up and initiating processes that can be used throughout implementation and evaluation for monitoring, managing and replanning as necessary to keep a project on track. This methodology is published in the Project Planning and Management Series, Government of Jamaica, and has now been adapted and documented in Thailand, Indonesia, Mali, Senegal, Eastern Caribbean, Belize, Dominican Republic and other countries. A similar methodology, called Project Launch, is being promoted by the World Bank and draws upon this methodology and experience.

Action-Planning Workshops: This methodology was initiated in Jamaica (1976-80) for increasing host country involvement in and commitment to donor financed development projects. The methodology involves systematic approaches at multiple bureaucratic levels to identify and reach agreement on goals, strategies, plans, management and evaluation of projects. It has been used for a range of levels including policy-level planning, sector program planning, project planning and operational planning. This is documented initially in Project Planning & Management Series, Jamaica but has been developed further by work in USDA and the World Bank, with a new publication with joint World Bank and USDA sponsorship.

Team Planning Meetings: This methodology was initiated and refined in working with technical assistance teams for USDA. Teams are brought together at the beginning of an assignment to engage in briefing and action-planning so that they are more effective for both long-term and short-term assignments. This methodology is documented in Team Planning Meetings: A Reference Handbook, 1984, USDA.

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March 30, 1986

Larry Cooley
Management Systems, International

Dear Larry,

During the past week, I appreciated the opportunity to meet with you regarding a technical proposal for the Kenya Agricultural Management Project. I am submitting my resume to your company for inclusion in your proposal, should you decide to proceed to enter a consortium bid on the project. This letter confirms my interest in participating on the project and my intent to join your company on the project team, given appropriate conditions and agreements at that time.

I am enclosing some notes on our discussions of a strategy for the project. The notes emphasize the importance of focussing on strategically on the "processes" which will be used on the project rather than the "solutions". The key is how to create new and strengthen existing coalitions and networks, e.g., how needs are to be defined, how problems and opportunities are identified and balanced, how appreciation and commitment are to be established, how a vision for EOPS are determined and maintained, and so on. One overriding theme for the proposal strategy is to establish the perspective that the project is to be managed essentially as a catalytic force to help reshape and formulate as necessary the missions, programs and networks of other organizations to make them more effective.

I hope these comments are useful. In addition, I have suggested that some DPMC publications and working papers may be useful to your proposal team. I have notified the office that you may be requesting some documents. I will be out of the country for several weeks, as you know, on a team conducting action planning workshops with the Ministry of Agriculture, Malawi. I will keep you advised of the progress on the agriculture research and extension project and of my potential role in agricultural training. If you need to contact me during this period, I expect to be staying most of the time at the Capital Hotel in Lilongwe, or through USAID or my office.

Respectfully,



Marilyn Kettering
207 Lincoln Avenue
Takoma Park, MD. 20912

Technical Assistance Assessment Workshops: This methodology builds upon assessment techniques developed in the private sector to select and train better executives and was used by Peace Corps to select senior staff and volunteers. The methodology was adapted to fit technical assistance assignments for both long-term and short-term positions. It was also adapted to be more interactive so that there is mutual assessment between candidates and the sponsoring organizations. This is documented in a USDA publication, Getting the Right People On Board: An Innovative Approach to Recruitment, Assessment, Selection and Preparation of Technical Assistance Persons and Teams.

Training Needs Assessment: Several innovations in training needs assessments have been initiated for programs in Nigeria, Jamaica and Sahel (financial management). These have focussed on alternatives to survey approaches to needs assessments, emphasizing the organizational and performance perspectives to identify gaps at the levels of skills competency of individuals, teams and units, departments, the total organization and inter-organizational interactions. This type of analysis is focussed, rapid and iterative fully involving clients and beneficiaries in generating and analyzing the data as part of planning and training. Several of these have been documented, the most recent being those related to financial management in the Sahel.

Country Assistance Methodology: Currently developing an action-oriented methodology for planning/implementing, observing/documenting, and analyzing/summarizing development management improvement efforts carried out for AID through programs such as those of DPMC in USDA. Although still in the development and pilot phase, this methodology appears to have high potential for more systematic learning from experience to improve the design and implementation of development and development management projects.

Rapid Rural Appraisal: Assisted in conceptualization and proposal for focussed country effort to develop alternative methodologies for analysis of rural and agricultural development problems and programs. The effort was funded by the Ford Foundation with a pilot effort from 1980 at Khon Kaen University in Northeast Thailand. Assisted in leadership of recent International Conference on Rapid Rural Appraisal in Thailand and in proposing strategies for further development and refinement. RRA methods emphasize systematic, interactive and iterative methods which tap both indigenous and professional/bureaucratic knowledge to explore and define situations and potential solutions more accurately and in more timely fashion than traditional survey methods. Documentation is available in the Proceedings of the International Conference on Rapid Rural Appraisal from Khon Kaen University, 1985.

Education:

- B.SC. Peace Studies, Philosophy and Religion. 1965
Manchester College, North Manchester, Indiana.
- M.P.A. Public and Development Administration. 1974.
Graduate School of Public and International Affairs
University of Pittsburgh, Pittsburgh, Pennsylvania.
- Ph.D. Economic and Social Development. 1977
Graduate School of Public and International Affairs
University of Pittsburgh, Pittsburgh, Pennsylvania.

Personal:

Born 28th August, 1942 in Ohio, U.S.A.
Married to Una Mae Henry Kettering
Two Children: Gimbiya Mae (1979)
Kahlil Henry (1982)

Languages:

Hausa: Speaking - Good, Reading - Good (FSI 3+, 1971)
Greek: Speaking - Good, Reading - Fair (FSI 3+, 1968)
French: Speaking - Fair, Reading - Fair (FSI 2+/3, 1983)

Other Work Experience:

Work experiences include farming, vegetable (truck) farming, construction, gardening/landscaping, youth and career counselling, camp management, organizational development and consultation, and conference management.



mutiso consultants ltd.
development management
p.o. box 14333 nairobi
telephone 747010

NAME: Mailu Mutuvi
DATE OF BIRTH: November 26, 1942
EDUCATION: B.A., Business Administration, Lincoln University (U.S.A.)
M.B.A., Financial Management, Temple University (U.S.A.)
M.A., Economics, Temple University (U.S.A.)

PROFESSIONAL
EXPERIENCE:

Regency Marketing and Advertising Consultants
Principal Partner (1985-present)

- . Casta Chemicals Ltd. As appointed public relations and advertising agency, promote Casta's products through the media, appraise the market, and provide advice and marketing information
- . Firestone E.A. Responsible for public relations; write Firestone's in-house magazine and road safety programme
- . Merchantile Finance Co. Market appraisal; gather confidential information and data
- . Reckitt & Coleman. Market appraisal for insecticides; marketing plan document for launch of a new product, which we will help to execute
- . Danochemo of Denmark. Market survey; in the process of registering three products for sale in Kenya; will assist in identifying and appointing distribution outlets for these products

Wellcome Kenya Ltd.
Marketing Manager (1980-84)

Responsible for a variety of functions for this multinational company, including market surveys, feasibility studies, marketing plans, and launching new products

Mailu Mutuvi
Page 2

University of Nairobi, Department of Economics
(1977-80)
Lecturer in Economics, Business and Finance

Temple University, U.S.A. (1972-77)
Instructor in Economics and Business
Administration

REMAC

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Regency Marketing & Advertising Consultants

Kenya Bankers Co-op Hse.
Moi Avenue
P.O. Box 54331
Telephone: 24335

NAIROBI

24th March, 1986.

Robert R. Nathan Associates,

Thru: Mutiso Consultants,
P.O. Box 14333,
NAIROBI, KENYA.

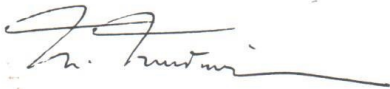
Dear Sirs,

RE: USAID AGRICULTURAL MANAGEMENT PROJECT

This is to confirm that I would be available to participate in this project as previously arranged between yourselves and us at this end.

Please do not hesitate to contact me for any further details or assistance you may require.

Faithfully yours,



M. Muturi

Resumes of Short-Term Consultants

Robert R. Nathan Associates, Inc.

ROBERT R. NATHAN
ASSOCIATES, INC.

NAME: Linda S. Markey
DATE OF BIRTH: March 12, 1951
CITIZENSHIP: U.S.
EDUCATION: B.A., Liberal Arts, Butler University, 1973
M.A., Development Economics, Johns Hopkins University, School for Advanced International Studies, 1984
LANGUAGE: French

Ms. Linda Markey, RRNA Associate, specializes in training in financial and economic project appraisal and in macroeconomic policy analysis. In the area of project appraisal, she recently completed an economic analysis for a private voluntary organization (PVO) funding project for USAID in Mogadishu, Somalia. As part of this assignment, she designed the economic and financial criteria for selecting PVO sub-projects to be funded by the project. In the area of policy analysis, Ms. Markey analyzed the expected impact on the national economy of a consumer price increase for all grain products for the USAID mission in Mauritania. In addition, she is writing the section on trade policy analysis for a policy analyst's guide to be published by AID.

In 1984, Ms. Markey served as a leader of four two-day seminars for the AID Office of Private Voluntary Cooperation, during which staff members from PVOs were instructed in cost-effectiveness evaluation techniques. In conjunction with this activity, she prepared the final version of an AID guide for cost-effectiveness analysis for PVOs. Ms. Markey is currently drafting a how-to-manual on the same subject for PVO field personnel.

Ms. Markey directs the presentation of an AID Financial Management Training course, a seven-week course in financial and economic analysis of projects given to professionals from the financial management office of AID. She also acts as the principal instructor for the course. She teaches financial and economic analysis, as well as basic statistics, the mathematics of compounding and discounting, rates of return on investment, break-even analysis, and methodologies for project identification. In all segments dealing with quantitative techniques, Ms. Markey is the instructor on how to use the HP-12C programmable calculator. In addition, Ms. Markey shared responsibility for the development of course case studies and exercise materials from a financial and economic evaluation of the Bakel Small Irrigated Perimeters Project.

Linda S. Markey
Page 2

Ms. Markey participated in the preparation of pre-investment case studies and related teaching materials for a training program in project analysis given to professionals in the Egyptian banking community under the auspices of the Egyptian Ministry of Economy. She developed exercises, based on actual Egyptian development projects, for costing and pricing for various rates of return, sensitivity analysis, choices between mutually exclusive production techniques, and project opportunity studies. She also coordinated all home office support activities for the course.

Ms. Markey also taught a series of courses in the fundamentals of cost-benefit analysis to government officials from developing countries at the U.S. Department of Agriculture Graduate School. In addition, she conducted seminars in project analysis for RRNA staffers.

Ms. Markey also has had considerable experience working with AID in other capacities. She served as a liaison between AID's Bureau of Food for Peace and representatives of the Philippine Government in Manila. In this capacity, she analyzed the status of the Philippine agricultural sector given the current foreign exchange crisis, and assessed the country's need for PL-480 food aid in the next two years. In addition, Ms. Markey travelled to Dakar, Senegal, where she evaluated an irrigation project, performed an analysis of the Senegalese agricultural sector, and forecast future agricultural trends through 1990.

Ms. Markey has assisted in domestic projects involving industrial analysis and litigation. She evaluated the pay-TV industry and the increase of pay-TV subscriptions for the American Society of Composers, Authors, and Publishers (ASCAP) to determine an appropriate form of license and licensing fees. She studied the petroleum pipeline system in the Ohio River Basin to determine long-range requirements for alternative transportation systems for moving petroleum. In addition, Ms. Markey conducted studies for the National Capital Planning Commission to determine the effects on the Washington, D.C. economy to headquartering the federal government. She also projected the economic impacts of a proposed rail merger on commodity flows and price of commodities in the region for the Tennessee Valley Authority.

ROBERT R. NATHAN

ASSOCIATES INC.

1301 Pennsylvania Avenue, N.W.
Washington, D.C. 20004
Telephone: 202-393-2700
Telex: 248482, Cable: NATECON
TWX: 710-822-1995

NAME: Ronald A. Rogers
DATE OF BIRTH: June 21, 1932
CITIZENSHIP: U.S.
EDUCATION: B.A., Liberal Arts, University of
Portland, 1955
M.A., Asian Studies, University of
Washington, 1961
LANGUAGES: Working knowledge of French

Prior to joining RRNA as a Managing Associate in April 1984, Mr. Rogers worked with the Agency for International Development for over 22 years. He spent over 18 years overseas working in 22 developing countries. With over 11 years of experience, he served as office director or divisional chief within AID/Washington and overseas AID Missions (Thailand, Afghanistan, and the Ivory Coast). His staff was responsible for the design, implementation, monitoring, or evaluation of economic and social development programs funded by AID, either bilateral or regional in nature. Mr. Rogers worked closely, often on a day-by-day basis, with officials both within the public and private sector of the developing countries where he worked. Because of his in-depth experience and understanding of regionalism in S.E. Asia and West Africa, Mr. Rogers earned the reputation of being AID's most knowledgeable officer in the principles of regionalism and the methodology of translating these principles into sound and viable regional projects designed and implemented through close cooperation with the donor community and the member countries.

During the past 23 months, Mr. Rogers has been engaged with RRNA in an array of projects such as agribusiness, study of incentives/disincentives to private investment in LDCs, rural credit, agricultural policy, privatization of state-owned enterprises, and various types of marketing activities. He has taken a leading role in RRNA's present efforts in the privatization area, conferring with the donor community, drafting a concept paper for the development of a manual of practical guidelines to the conceptualization and design of privatization programs tailored to a given socioeconomic LDC situation, and attending the Asian Development Bank's regional Conference on Privatization, Policies, Methods, and Procedures

ROBERT R. NATHAN
ASSOCIATES INC.

Ronald A. Rogers
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held in Manila; afterwards he conducted a 1½ month informal survey of privatization activities by visiting eight Asian and West African countries.

From July 1979 to April 1984 he was with AID's REDSO/West Africa Office in Abidjan, Ivory Coast, serving in the Regional Projects Division. For the first two years Mr. Rogers was Project Manager for the Entente Fund regional program involving five West African countries (Niger, Benin, Upper Volta, Togo, and the Ivory Coast.) He assisted the five-person (U.S.) contract team working within the Fund in the implementation of the \$23 million regional agriculture/livestock program and the \$10 million program to develop small- and medium-scale enterprises in the member countries. He made frequent monitoring and evaluation trips to all the project sites within the five countries with Entente, government, and AID officials.

During the last half of his tour with REDSO/WCA, Mr. Rogers was Chief of the Regional Projects Division, with oversight responsibilities for four AID-financed regional programs. He supervised five professionals in the management, evaluation, and redesign of these regional programs. In addition, he was Project Manager for the AID assistance program for the Economic Community of West African States (ECOWAS) that was initiating a number of economic integration programs among its 16-member states. His responsibilities included collaborating with the ECOWAS Secretariat (located in Lagos, Nigeria) in conceptualizing, designing, negotiating, and evaluating AID-assisted regional programs in agriculture, energy, and agribusiness. He made a number of visits to the member states to meet with ECOWAS officials, U.S. and other donor-financed consultants, and government officials. Mr. Rogers was team leader of a design team for a follow-on five-year AID assistance project for ECOWAS.

In addition to his above duties, Mr. Rogers was the Project Manager for AID's \$16 million African Development Bank (AFDB) project. Through this project AID funded feasibility studies in most of the developmental sectors, long-term consultants working in the AFDB, and training courses and seminars sponsored by the Bank. For eight months he was the chief negotiator and designer for AID's follow-on \$15 million project. It funded 11 long-term experts assigned in the Bank, \$7 million of feasibility studies, and a sizable training component. This project became operational in July 1985.

ROBERT R. NATHAN
ASSOCIATES INC.

Ronald A. Rogers
Page 3

In 1975-1978, Mr. Rogers served with USAID/Afghanistan as the Assistant Director for Program Planning. His nine-person staff was involved in monitoring and designing AID programs in rural health, small rural infrastructure, agriculture, and rural school construction -- so they would impact directly on the rural poor as directed by the 1975 AID mandate. He was also the U.S. Mission's chief negotiator with the Government of Afghanistan for its PL-480 food project. He played a large role in Mission management during the seven-month period when the Deputy was Acting Director.

In 1968-1975, he served with AID's Regional Economic Development Office (RED) located in Bangkok. During the first three years he worked out of the U.S. Embassy in Kuala Lumpur, Malaysia, and the last four in the Bangkok headquarters. During those seven years, he was the Project Officer responsible for the Southeast Regional Transport and Communication (SEATAC) program headquartered in Kuala Lumpur. Mr. Rogers developed terms of references for regional studies, short-term consultancies, and regional seminars financed by AID. He was the point of contact for the Secretariat, U.S. consultants engaged in the studies, and other participating donors. He was also the architect, jointly with the GOM's population planning office and its Economic Planning Unit, for the regional population program that began operations in 1970 via regional workshops and studies. Both programs included eight S.E. Asian countries (the five ASEAN and the three Indochina countries). He negotiated program initiatives, assisted in program design, and monitored project implementation with the secretariats, member governments, and other donors.

Mr. Rogers also performed project programming and monitoring duties for six other regional organizations such as the Vegetable Center in Taiwan and the Southeast Asian Ministers of Education Organization (SEAMEO, with regional centers in six of the eight member countries).

Some of his specific tasks included negotiating a multi-million dollar project agreement with the Government of Malaysia for the SEAMEO Regional Center for Science and Mathematics (RECSAM) in Penang, Malaysia, a two-year program extension for the Regional Vegetable Center, and a nine-country visit to evaluate the programs sponsored by the Asian Productivity Organization (APO, headquartered in Tokyo) and implemented by the National Productivity Centers within the APO-member countries.

ROBERT R. NATHAN
ASSOCIATES INC.

Ronald A. Rogers
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Mr. Rogers served as the official U.S. representative at numerous regional conferences that often involved 10 Asian governments and as many as a dozen donor governments and institutions. He was RED's delegate on all steering committees for the regional population program, SEATAC, and RECSAM.

During 1973-1975, in addition to the above duties, Mr. Rogers was RED's Program Officer. He also served numerous times as the Acting Director or Deputy Director.

During 1966-68, Mr. Rogers was assigned to USAID/Vietnam as the Program Officer for a \$30 million multifaceted health program, participating in monitoring and redesign activities. He was successful in instilling in the program a greater emphasis on preventive medicine which had been neglected in favor of a large curative program directed at the urban centers.

Prior to this assignment, Mr. Rogers worked on the Vietnam Desk in Washington. One of his principal responsibilities was as AID's Vietnam Refugee Officer during a period when the refugee situation in Vietnam became highly political. Upon request of USAID/Vietnam he spent seven weeks in Vietnam assisting in the design of AID's first distinct refugee assistance program, after conducting a three-week countrywide fact-finding survey of the refugee camps. In 1963-1965, Mr. Rogers was one of two Americans with USAID/Vietnam in charge of the \$130 million AID-financed Commercial Import Program (CIP) for South Vietnam. He designed and conducted two market surveys requiring two four-week nationwide field trips that resulted in opening the CIP for a number of new nonconsumer commodities.

Before joining AID, Mr. Rogers served as a Naval Officer in East Asia from 1956 to 1958.

ROBERT R. NATHAN
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NAME: Andrew D. Roscoe
 DATE OF BIRTH: February 8, 1958
 CITIZENSHIP: U.S.A.
 EDUCATION: B.A., International Economics, George Washington University, 1980
 M.A., Economics, George Washington University, 1984
 LANGUAGE: French

Andrew Roscoe joined Robert R. Nathan Associates in 1982 as Manager of Computer Services. He is an economist with experience in systems analysis and management, cost-benefit analysis, and international finance. Mr. Roscoe, who specializes in computer analysis of economic issues, organizes data for statistical analysis and develops procedures for retrieval in usable form for the firm's projects that rely on computerized computation.

He is responsible for data base management, computer applications, staff training, and internal applications. Mr. Roscoe has worked on diverse software packages including EPS, IFPS, SPSS, IPF2, VisiCalc, and various Hewlett-Packard and Data General proprietary software packages. Mr. Roscoe is familiar with the Data General MV series computers and the AOS/VS operating system.

Recently, Mr. Roscoe programmed a Housing Needs Assessment Model for AID and spent one month in Nairobi, Kenya applying the model to estimate total housing needs and affordability by income groups in Kenya. The model was designed to be detailed enough to aid in policy analysis, but small enough to be run on a micro computer. Mr. Roscoe also performed a detailed study of the Philippines relating to the development of PL-480 agricultural assistance programs.

For a domestic client, he designed computerized econometric models to establish damages to plaintiffs in antitrust action against corrugated container producers. For another private client, Mr. Roscoe assisted in methodology and developed a program to project costs and revenues of a rail shipping company over 20 years; capital expenditures, loan amortization, variable costs, and revenue growth were included

Andrew D. Roscoe
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in the analysis. He has also done demand analysis for new products. In one project, he wrote programs to rank and analyze several hundred cities according to market potential for cellular mobile radio services.

At the Export-Import Bank, Mr. Roscoe was a management analyst. His primary responsibilities included cost-benefit analysis for administrative procedures, oversight of international telex communications, paperwork reduction analysis, and work flow analysis. Mr. Roscoe also served as a French translator for the Bank.

For his master's thesis, Mr. Roscoe estimated a monetary exchange market model for the United States-European Community Exchange market. The model estimated the strength of speculative runs on currencies and was used to test the impact of the creation of the European Community Exchange Rate Union.

Mr. Roscoe has advanced coursework in econometrics, international trade, international finance, and industrial organization.

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NAME: Russell M. Webster
DATE OF BIRTH: May 16, 1954
CITIZENSHIP: USA
EDUCATION: Master of Public Administration, Michigan
 State University, 1981.
 Emphasis in Project Management, Analysis and
 Rural Development Administration.
 BA, Philosophy, Albion College, 1976. Cum
 Laude.
LANGUAGES: Bengali, German

Mr. Webster is an Associate in the International Division of Robert R. Nathan Associates, responsible for new business development and several areas of project design and implementation, including management training and program evaluation. His technical field of expertise lies in the design and management of rural development projects. Through both his academic studies and professional experience, he is well suited to provide management support and training in all aspects of agricultural credit, project planning, budgeting, implementation and evaluation, including human resource development. Mr. Webster is also very knowledgeable about agricultural development issues in Bangladesh, having worked there for three years as Director of Agricultural Programs for the Mennonite Central Committee, a reputable non-profit agency with 15 years experience in the country.

Mr. Webster is currently project coordinator for a major worldwide USAID program, the ARIES Project, to improve support services to small and micro enterprises. In this capacity, Mr. Webster assists in training needs assessment for intermediary development agencies, including credit unions, banks, and small business organizations operating in developing countries, and coordinates technical assistance in areas relating to project analysis and evaluation, business administration, and economic assessment of appropriate technologies.

Mr. Webster is also responsible for coordinating technical assistance to and backstopping USAID's Public Management and Policy Planning Project in the Eastern Caribbean, which provides advisory services in tax policy, fiscal management, and sectoral and national planning to governments of the

ROBERT R. NATHAN

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Russell M. Webster

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Organization of Eastern Caribbean States. Mr. Webster spent three months in the region from August to November 1985, assisting in implementing the project and several of its initial technical assistance activities, including preparing terms of reference for subsequent advisors in tax policy and administration to Dominica, and for the Assistant Project Director based in Antigua.

From 1981 to 1984, Mr. Webster worked in Bangladesh as Agriculture Program Director for the Mennonite Central Committee, carrying full program development responsibilities for several projects in agricultural research and extension, rural credit, appropriate technology, and cooperatives training. Among his activities, Mr. Webster worked closely with the Bangladesh Krishi Bank, Janata Bank, and Bangladesh Bank to establish a rural credit program for the marketing of "rower pumps" -- a recently developed handpump technology for irrigation -- in Noakhali and Comilla Districts. Mr. Webster also designed and negotiated with Janata Bank a cooperative credit scheme for landless peasants and small farmers. Both programs included extensive management training for local branch staff involved in the assessment, approval, and collection of loans.

While in Bangladesh, Mr. Webster was responsible for organizing and conducting management training sessions designed to increase the efficiency of rural credit programs through enhancing the managerial and leadership skills of key personnel. Among these activities were the following:

- . Made an assessment of the managerial structure of the overall program, recommended policy changes, and implemented administrative modifications. This resulted in streamlined communications, clarification of job descriptions, and enhanced decision-making capabilities within the rural credit program.
- . Wrote numerous project planning papers, analyses and evaluations for field and office use.
- . Contributed to cross-cultural seminars designed to achieve more effective personal as well as professional interaction among expatriates and Bangladeshi nationals.

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Russell M. Webster
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- . Organized and conducted a Team Building Workshop for key managerial staff involved in the rural credit program. This seminar was designed to build on the participants' skills in group dynamics, supervision, motivation, delegating responsibilities, and decision-making.
- . Designed and conducted a workshop focusing on developing skills in project planning, needs assessment, budgeting, staffing, implementation and evaluation. Prepared case studies, project management guidelines, and other written materials for this course.
- . Developed guidelines for identifying program goals and objectives, and evaluating the effectiveness of various projects in achieving them.
- . Contributed to the design and implementation of a workshop on program budgeting. This activity included a major assessment of, and change in, budgeting and accounting techniques used in the projects.
- . Initiated a field manual for rural credit project planning and analysis.
- . Designed goal identification and professional contract system for improving personnel performance and implementing performance evaluations.
- . Helped in the design of survey techniques and data analysis for investigating constraints to increasing food production.

In addition to these formal training activities, Mr. Webster was himself responsible for the day-to-day operations of the program: hiring, personnel management, budgeting, planning, report writing, chairing of meetings, and project evaluation.

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Russell M. Webster
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Shortly after finishing his three year assignment in Bangladesh, he again returned there on a short-term consultancy with International Development Enterprises to negotiate approval from the Government of Bangladesh for a project to increase manufacturing and marketing of irrigation and drinking water handpumps. For this assignment, Mr. Webster wrote the project proposal and prepared a local budget, successfully winning approval of the \$1.0 million program.

During 1978 and 1979, Mr. Webster served as Policy Analyst in the Energy Emergency Center of the Michigan Energy Administration. One of his key responsibilities was to help draft guidelines for the State's Energy Emergency Preparedness manual. This strategic document, prepared for the Office of the Governor of Michigan, addressed planning, implementation and follow-up evaluation requirements for managing energy resources during a crises situation. Mr. Webster was also responsible for training and supervising staff in responding to requests for emergency fuel oil assistance. This involved significant degrees of liaison among State officials, the general public, and members of the oil business community.

ROBERT R. NATHAN

ASSOCIATE

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NAME: Wesley C. Weidemann
DATE OF BIRTH: October 26, 1942
EDUCATION: Ph.D., Economics, minor in Business Management,
 University of Wisconsin, 1973
 M.S., Agricultural Economics, University of
 Kentucky, 1972
 B.S., University of Wisconsin, 1964
LANGUAGES: French, German, Punjabi, Hindu/Urdu

Dr. Wesley Weidemann, a Principal Associate of Robert R. Nathan Associates, Inc., has been a member of the firm since 1984. Since joining the firm he has served as principal coordinator on two major international projects. One involves agriculture and credit policy, while the other project focuses on the requirements for assisting small-scale enterprises in their development. In carrying out these responsibilities, Dr. Weidemann has visited over 10 developing countries in the last two years. He also has provided home office support to the firm's project with the Bangladesh Bank, and has maintained liaison with the World Bank and other international aid agencies concerning other RRNA projects.

From 1981 to 1984 Dr. Weidemann was with the Cooperative League of the U.S.A. He was Director, International Business Development when he left. With this major contractor for development of cooperatives overseas, he was responsible for project identification, development, and implementation for supporting the growth of cooperatives and other small businesses.

Held meetings with banks, shipping companies, export companies, consultants, and government officials to develop contacts and strategy to write the business plan for the formation of a multinational trading company. Resulted in the Board of Directors adopting a plan for incorporating an export trading company and \$2 million in seed money being provided for start-up of operations. Cooperative Business International is now starting trading activities.

ROBERT R. NATHAN

Wesley C. Weidemann
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- . Developed, implemented, and evaluated agricultural projects in Africa and the Caribbean. Conducted market research, economic and financial feasibility studies for Agency for International Development projects for agricultural marketing and finance in Haiti, Panama, and Gambia. Work resulted in the funding of three new programs.
- . Developed strategies for strengthening private sector cooperatives overseas. Assessed government policies toward agriculture, pricing, taxation, food and subsidies. Resulted in reorientation of several governments to encourage private sector development for cooperatives.

Dr. Weidemann was Project Director, Mining Policy Research Program, University of Wisconsin-Madison, from 1978 to 1981. He directed research focusing on the environmental, fiscal, and employment effects of mining operations. Investigated tax implications, smelter technologies, and means for controlling sulfur dioxide emissions. Investigated uses in markets for smelter byproducts in agriculture, manufacturing, and construction.

- . Testified before community organizations, industry groups, and regulatory agencies concerning impact of new smelter and disposal technologies. Published research results. As a result, regulation for the mining industry was drafted as a joint industry-government-environmental group effort and was accepted by all parties without lengthy licensing and court battles.

In 1979 Dr. Weidemann served as Project Associate in the AID-sponsored Regional Planning and Area Development Project. He took a lead role in writing guidelines for area planning units in developing countries. The guidelines covered topics such as growth poles, housing developments, finance, infrastructure, marketing centers, rural development, and related topics of regional planning.

As a Consultant in Asia and Africa, Dr. Weidemann worked for the Ford Foundation, FAO/World Bank, Entente Fund, Government of Egypt, and Cetus Corporation. He conducted field

ROBERT R. NATHAN
ASSOCIATES INC.
Wesley C. Weidemann
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studies, consulted with government and local officials, and presented final reports to international agencies or government bodies regarding the following:

- . Assessed effectiveness of a tubewell development grid in Pakistan's Punjab. Determined that private wells effectively filled the gaps in a grid of government wells.
- . Agricultural market financing and distribution systems in Zambia. Determined the areas which needed to be strengthened to be useful in a World Bank project.
- . Irrigation systems in Niger. Recommended abandonment of a politically sensitive irrigation system which could not be completed with available funds.
- . Analyzed new policy directions in Egyptian agriculture. He evaluated the impact on rural development and national urban policy. Recommended that government efforts at developing desert farming be turned over to private companies unless costs could be contained.
- . Assessed potential world market for genetically engineered agricultural products for a California-based genetic engineering firm. Recommended that marketing efforts for self-fertilizing crops be focused overseas where fertilizer is scarce.

As a university lecturer at the University of Ibadan, Nigeria (1973-77) Department of Agricultural Economics and Extension, he taught courses in Agricultural Economics, conducted research, and showed extension personnel of the Badeku rural development project how to use herbicides and construct effective maize marketing structures. Results: Government of Nigeria accepted the pilot program strategy of rural development throughout the country.

Concurrently, as Representative of the Rockefeller Foundation for West Africa, Dr. Weidemann evaluated proposals, screened university applicants, and supervised support services relating to the university development program from 1976-77. This program is now being expanded and used by other donor agencies worldwide.

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Wesley C. Weidemann
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In 1977-78, as an extension of the Rockefeller assignment, he reviewed rural development programs in the field in eight European and Asian countries. These programs were sponsored by World Bank, AID, host country governments and non-governmental organizations. Work resulted in the development of field-oriented guidelines for successful program management.

As Staff Economist for the Model Valley Economic Development Council, Clairfield, Tennessee, Dr. Weidemann performed cost analysis, determined pricing, arranged financing, and did market analysis and management training tasks for industrial products factory. He also worked as liaison to TVA, Appalachian Regional Commission, Small Business Administration, and prospective industrialists. This work resulted in turn-around from a loss position into profitable operations within four months. During this period, Dr. Weidemann worked with a consultant to the Appalachia Regional Commission to plan and package a proposal for a new town in rural Appalachia. This included service centers, housing infrastructure, and finance.

Earlier research and assignments included agribusiness mergers, international trade models, and migration. From 1964 until 1966 Dr. Weidemann was a Peace Corps volunteer in West Pakistan.

Traveled in 60 countries with assignments in Gambia, Ghana, Ivory Coast, Kenya, Madagascar, Niger, Nigeria, Zambia, India, Nepal, Pakistan, Thailand, Egypt, Turkey, Colombia, Costa Rica, Haiti, Jamaica, Panama, Italy, and Yugoslavia.

Management Systems International Staff

LAWRENCE S. COOLEY

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KEY SKILLS: Applied Research and Data Collection; Management Training; Small Business Development and Management; Organizational Improvement and Strategic Planning and Project Implementation

SUMMARY: Mr. Cooley is a leader in management analysis, institutional analysis, technology transfer analysis and analysis of non-project assistance. He has worked with AID, UNDP, UNICEF, US/SBA, US/DOC, CARICOM, the World Bank, and the governments of nine developing countries in developing and implementing evaluation systems and procedures and has provided training in evaluation to numerous officials from AID and host government organizations.

EXPERIENCE:

Applied Research and Data Collection

- o Project Director, major three year effort to develop, test, institutionalize and disseminate valid bases for selecting and training local entrepreneurs in Africa, Asia and Latin America, under contract to AID.
- o Project Director, design and installation of monitoring and evaluation system for the Government of Mexico's integrated rural development program.
- o Team Member, development of monitoring and Evaluation systems for major PVO and Entrepreneur Development Programs in Senegal.
- o Project Director,, Impact Evaluation of Management Assistance programs carried out by U.S. Small Business Administration through national network of Small Business Institutes and Small Business Development Centers.
- o Project Director, Multi year research effort on nature and determinants of Entrepreneurship.

- o Trainer for Management Skills Institutes Series on Project Design, Implementation and Evaluation for participants from developing countries. (MSI, 1982-1985)
- o Project Design and Training Officer for FOPIC, a training program to provide 20,000 Costa Rican Indians with income-generating skills. Conducted training seminars for trainers and extension agents of the Instituto Nacional de Aprendizaje. (Inter-American Development Institute, 1981)
- o Trainer for initial two-month leadership training seminar for Guaymí Indians in Panama. (Inter-American Development Institute, 1975)
- o Trainer in the establishment, operations and management of small libraries in private companies, research divisions and community-based organizations in urban and rural areas throughout Latin America. (USAID, Regional Technical Aids Center, 1972-1974)
- o Trainer on technical information transfer and distribution management at the Escuela Superior de Administración Pública in Bogotá, Colombia; at the Universidad Católica in Quito, Ecuador; and at the Universidad Nacional de Santiago in Chile. (1972-1974)

LANGUAGES: Spanish and English: Fluent
French: S3, R3
Portuguese: Working knowledge

EDUCATION: Graduate School of Sociology, Universidad Nacional Autónoma de México, 1973

Business Administration, University of the Americas, México, 1963

PUBLICATIONS: Major technical reports, one book on information systems management, technical publications on education, community development, and data collection, and numerous articles in Latin American magazines.

R. MOSES THOMPSON

Director, Institution Development
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KEY SKILLS: Management Specialist; Project and Program
Planning and Management; Training Specialist;
Institutional Development and Management

EXPERIENCE:

Management Specialist; Project and Program Planning; Insti-
tutional Development

- o Consultant, German Agency for Technical Cooperation (GTZ), Eschborn, Germany. Designed and developed proposal for Division-wide R & D effort to identify and validate an effective management approach to project implementation at the field level and to develop the management interventions to be provided for the management teams. (1984)
- o Consultant, King Mongkut Institute of Technology, Bangkok, Thailand/GTZ. Assisted the Institute's Executive and Project Management Leadership in developing a joint Thai/German Project Management System for its Teaching Aid Center. (1984)
- o Consultant, Ministry of Industries/GTZ, Manila, Philippines. Advised the Metals Industry Research and Development Center concerning corporate objective strategies and the organizational design of the newly constructed complex. (1983)
- o Consultant, Institute of Public Administration, Washington, D.C. Designed a strategy for advising Indonesia's Institute of Public Administration in developing a National Management Training Policy. (1982)
- o Consultant, Indonesian Institute of Public Administration (LAN)/USAID. Facilitated the reorganization of the Professional Resources Development I Project in the LAN by introducing a management improvement effort to upgrade the effectiveness of all government management development programs, including development of a staff of 22 trainers. (1982-83)

- o Consultant, Ministry of Finance/USAID, Jakarta, Indonesia. Worked with senior MOF staff and project implementors, redesigned a ministry-wide management development program and guided the installation of a project management system, trained a team of in-house management trainers, developed prototype training materials and coached the project team in conducting an intensive ministry staff development program for 2400 officers. (1981)
- o Project Manager and Rural Development Management Specialist, USAID/Ghana. Managed a five year project to assist the Ministry of Economic Planning implement a decentralization of government services to the regional, municipal, district and village level. Designed training curricula based on experiential learning methodologies and implemented a two-regional (urban and rural) management development program for 16 urban, district and regional organizations involving officers from 20 governmental departments, state corporations, private voluntary organizations and elected officials. (1977-79)
- o Director, Africa Program, Operations Crossroads Africa, New York, N.Y. (1975-77)

Training Specialist

- o Co-designer, USAID. Co-designer of the MSI workshop series for the design and development of an entrepreneurship training program to be implemented in four developing countries and evaluated for broader international use. The training is focused on the identification and training of potential entrepreneurs and is expected to result in new business starts, value added, employment generation and profitability. The research project is funded by a USAID grant to the National Science Foundation. Responsible for elaboration of an overall strategy and specific session summary sheets to be used during two international conferences and workshops. (1985-ongoing)
- o Designer/Trainer, African Development Bank/World Bank EDI. Performed needs assessment, designed and conducted training of trainers course for African Management Training in Agriculture (AMTA). Also provided hands-on technical assistance to

African trainers for conduct of project management training courses. (1985-ongoing)

- o Designer/Trainer, USAID. Principal designer and lead trainer for standard training course for all new A.I.D. professionals on how to operate effectively in the field setting. (1985-ongoing)
- o Designer/Trainer. Designed and produced a Trainers' Guide for conducting a 3-day, 1-week and 4-week Project Design and Project Implementation Management course for donor agency officials and developing country managers. The comprehensive guide includes over 30 modules fully outlined with Session Summary Sheets and materials. (1984)
- o Consultant, German/Singapore Technical Institute/GTZ. Conducted a workshop to prepare the Project Evaluation Team prior to departure for Singapore. (1984)
- o Consultant, Public Services Commission/Institute of Public Administration, Dhaka, Bangladesh. Conducted a pre-implementation management development workshop for the World Bank Project implementation team; provided on-site assistance to the host country team on the design and installation of a project management system. (1983)
- o Consultant, Ministry of the Interior (Dalam Negeri)/USAID, Jakarta, Indonesia. Developed a project management workshop prototype to be used nationwide as core curriculum in the Ministry's training institutes. (1983)
- o Consultant, Technical University of Berlin, Berlin, Germany. Presented three lecture series and workshops on Rural Development Project Planning at the annual Technical University's Agricultural Development Seminars. (1981, 82 and 83)
- o Consultant, Ministry of Agriculture, USAID, Jakarta, Indonesia. Designed and developed materials and conducted an Agricultural Projects Implementation Management Seminar for senior ministry officials. (1982)

LANGUAGES: French and German

R. MOSES THOMPSON, continued

page four

EDUCATION: M.A., Sociology, Harvard University, Cambridge,
Mass., 1974.

B.A., Literature, Kalamazoo College, 1970.

ITIL ASMOM

160.

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KEY SKILLS: Monitoring and Evaluation; Project and Program Planning and Management; Feasibility Analysis; Training Specialist

SUMMARY: A trained engineer and agricultural economist, Dr. Asmon has twenty years experience in rural development project identification, feasibility studies, monitoring and evaluation plans, and training of project managers. He specializes in monitoring and evaluation procedures and feasibility analyses for irrigation projects, extension services, and agricultural marketing projects. He has worked throughout Africa, the Near East, Latin America and the Caribbean.

EXPERIENCE:

Monitoring and Evaluation

- o Evaluation Specialist, IBRD, UNDP. Baseline evaluation study of Pitsilia Integrated Rural Development Project in Nicosia, Cyprus. Devised a system for monitoring the utilization of the installed infrastructure.
- o Evaluation Systems Analyst, PIDER & COPLAMAR (the Mexican rural development programs). Designed comprehensive monitoring/evaluation systems and trained local staff to implement and train others in these systems.
- o Agro-Industrial Specialist, Women in Development, Togo and New Guinea. Identified projects for establishing West African women in agri-commerce and determined the necessary training.
- o Consultant, USAID/Cairo. Coordinated a mid-term evaluation of the Egypt Water Use and Management Project.

- o Senior Consultant, USAID/Cairo. Analyzed technical, economic, organizational and training aspects of the \$135 million USAID Basic Village Services Project.
- o Evaluation Specialist, USAID/Mbabane. Performed interim evaluation of the organizational, manpower and training aspects of the Swaziland Cooperatives and Marketing Project.
- o Evaluator, FAO/IDB/IBRD, Haiti. Identification of investment opportunities in agricultural sector. Economic evaluations of various agricultural development projects.
- o Consultant, USAID/Damascus. Performed social soundness analysis of low-cost village water supply systems in North-East Syria.
- o Evaluation Specialist, USAID/Sri Lanka. Forecast Sri Lanka's future supply and demand for all levels of skilled agricultural manpower in study for Post-Graduate Institute of Agriculture.
- o Evaluator, USAID/Islamabad. Prepared Project Review Paper for \$40 million Pakistan Rural Clean Water Project. Investigated the possibilities of handpumps and low-cost piped water systems in different conditions.
- o Consultant, IDB. Evaluated previous programs and formulated proposals for investment in new lines of agricultural activity in Guatemala, El Salvador, Honduras, Nicaragua and Costa Rica.
- o Evaluator, USAID/Dakar. Performed organizational study, and financial and economic analysis for Sine-Saloum Rural Health Project, Senegal.
- o Research Assistant, Univ. of California, Berkeley. Prepared report evaluating all research done on applications of programming methods to water resources development.

Project and Program Planning and Management

- o Team Leader, IBRD. Responsible for rice irrigation rehabilitation scheme in Madagascar.
- o Senior Consultant, Rwanda. Coordinated preparation of project for institutional reinforcement of the Ministry of Agriculture for World Bank financing which involved conceptualization of appropriate structure, objectives and activities of the Ministry's General Secretariat. Defined specific planning and monitoring systems to be put in place, personnel and other inputs, and editing and final preparation of documents.
- o Consultant, USAID/Cairo. Performed agricultural strategy and marketing study for the Sinai Master Plan.
- o Team Coordinator, USAID/Cairo. Coordinated teams of Egyptian engineers and village chiefs in a "bottom-up" programming of the USAID Basic Village Services Project in three governorates.
- o Consultant, Yemen. Programmed startup of project of technical assistance to local councils and installed teams of Peace Corps volunteers in Hajja and Hodeida, Yemen.
- o Team Leader, USAID/Togo. As part of Entente Council, produced project plan for the Togo Small Ruminants Production Project.
- o Consultant, USAID/Mali. Member of project design team for "Action Ble," small-holder, small-pump wheat irrigation scheme in Dire, Mali.
- o Senior Consultant, USAID/Njamena. Prepared five year plan for financial and technical assistance to the agricultural sector of Chad. Designed project for reinforcement of agricultural institutions of Chad.
- o Consultant, IBRD/IBD/USAID in Costa Rica. Collaborated in planning of Moracia Integral Development District (a small shareholder settlement scheme based mostly on grain production). Prepared institutional design of the required executing agency and made economic evaluation.

- o Task Force Coordinator, IBRD/Brazil. Worked with Brazilian Rural Extension Service (ABCAR-ANCAR) in developing Food Production and Nutrition Project in Northeast Brazil. Provided agricultural extension and credit for raising corn, beans and cotton production on small farms, as well as rural health and nutrition services.
- o Program Coordinator, FAO/Chile. Designed and implemented several pilot projects of sprinkler irrigation, introduced drip irrigation, established a Rational Water Use Area and organized various extension services.
- o Consultant, FAO/Argentina. Designed irrigation development program for Instituto Nacional de Tecnologia Agropecuaria. Identified pilot projects and recommended improvements in irrigation methods.

Training Specialist

- o Trainer, Tanzania Rural Development Bank (TRDB). Instructed middle management and senior executives of the TRDB and other institutions in program and project planning, implementation and evaluation.
- o Trainer, Government of Egypt. Instructed mid- and high level management personnel in project planning, organization, implementation and evaluation.
- o Trainer, Costa Rica. Instructed 72 government officials from 10 Latin American countries in project planning, economic project assessment methods, project execution and project evaluation techniques.
- o Trainer, Thailand. Trained government officials from Thailand, the Phillipines, Afghanistan and Korea in a variety of management subjects.
- o Human Resource Consultant, IDB/IBRD. Estimated manpower training needs for realization of PIDER. Designed training systems for farmers and functionaries, defined conditions regarding training for inclusion in loan documents.

Feasibility Analysis

- o Senior Consultant, Pakistan. Calculated marketable surplus and value added of rural roads proposed for \$40 million Asian Development Bank financing. Performed computer study of long-term effects of roads on agricultural production in 24 villages.
- o Programmer for Arid and Semi-Arid Lands (ASAL), Ministry of Agriculture, Nairobi, Kenya. Preparation of feasibility study for donor financing.
- o Consultant, IBRD/Niger. Terminated economic feasibility studies of rehabilitation of small irrigation projects.
- o Senior Consultant, USAID/Yemen. Determined feasibility of Faculty of Agriculture at University of San'aa for mid-level and basic skills training facilities.
- o Senior Consultant, USAID/Yemen. Performed special report for USAID Administrator regarding the economic and social feasibility of fruit tree cultivation in Yemen.
- o Team Leader, IBRD/Niger. Prepared economic feasibility studies for the rehabilitation of small rice and cotton/sorghum perimeters.
- o Consultant/NASA. Investigated economic feasibility of solar energy for rural and agricultural uses in Mexico and Morocco.
- o Team Leader, Egypt New Lands Productivity Feasibility Study. Coordinated the studies (engineering, economic, organizational, sociological and marketing) performed by the study team and analyzed the economic feasibility of alternative desert irrigation and settlement modes in Egypt.
- o Consultant, UNDP/Rwanda. Drafted second five year plan for the industry and road sectors. Conducted pre-feasibility study for oilseed extraction plant and other related studies.

- o Senior Consultant, UNDP/IDB. Study of irrigation strategies for Latin America. Prepared irrigation development strategy for Chile, evaluated case studies and devised new method for quantifying project income distribution benefits.

Selected Publications:

- 1984 "Evaluation of the Turkestan Irrigation Cluster Schemes", Ministry of Agriculture, Kenya
- 1982 "Baseline Evaluation Study - Pitsilia Integrated Rural Development Project - Final Report", Nicosia, Cyprus
- 1982 "Manuel de Procedimientos para el Sistema de Seguimiento y Evaluacion del Programa de Capacitacion y Empleo Cooperativo", COMPLAMAR, Mexico
- 1981 "Seguimiento de la Ejecucion" and "Seguimiento de Operaciones", parts II and III of the monitoring/evaluation system for PIDER, Ministry of Planning and Budgeting, Mexico
- 1980 "Mid-Project Evaluation of the Egypt Water Use and Management Project", USAID/Cairo
- 1978 "Interim Evaluation of the Swaziland Cooperative and Marketing Project," USAID/Mbabane

Languages: Fluent in Spanish, French and Norwegian. Excellent working knowledge of German, Arabic and Portuguese. Ability in Kiswahili.

Education:

Ph.D Education, Planning and Agriculture, University of California, Berkeley, 1970

M.A., Languages, University of Grenoble, 1961

M.S. Engineering Economics, California Institute of Technology, Pasadena 1958

B.S. Water Engineering, California Institute of Technology, Pasadena, 1957

JANET C. TUTHILL

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KEY SKILLS: Needs Analysis, Project Design and Evaluation;
Management Training and Materials Development;
Survey Research.

EXPERIENCE:

Needs Analysis, Project Design and Evaluation

- o Institutional Analyst, Sahel Regional Financial Management Phase II design, USAID. Prepared institutional analysis and conducted design field interviews in Mali, Senegal, The Gambia, Niger and Mauritania. (1985)
- o Team Leader and Institutional Analyst, Integrated Pest Management and Regional Food Crop Protection Evaluation. Sahel, USAID. Coordinated an eight member evaluation team in the field, edited final report and briefed USAID, FAO and country teams on results. (1984)
- o Institutional Analysis Expert, evaluation and redesign of major project for the development of the Gambia River Basin (OMVG). (1984)
- o Team Leader, PVO Community and Enterprise Development project design, Senegal, USAID. Coordinated eight member design team in development of project paper and served as management specialist. Organized field contacts and data collection in Sine Saloum region and assisted USAID mission in presenting project to relevant government ministries, regional officials and agencies. (1983)
- o Evaluation Specialist, conducted evaluation of rural sector human resources development project involving upgrading of Niger's agricultural extension training institution for USAID Niger. Prepared evaluation report, Project Evaluation Summary and technology transfer inquiry. (1983)

JANET C. TUTHILL, continued

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- o Management Specialist, project design for regional food crop protection project in Sahel, West Africa, REDSO, USAID. Organized project paper and prepared \$12 million budget in addition to management analysis. (1983)
- o Institutional Development Specialist, project design for financial management regional project in Sahel, West Africa. REDSO/USAID, Senegal, Burkina Faso, Mali, Niger. (1982)
- o Vice-President, Inter-American Development Institute, Program Development, institution-building activities (1980-present)
- o Project Design Officer, Agricultural Education curriculum assessment, project design with multidisciplinary six person team. Agricultural Human Resources Development design team, South-East Consortium for International Development, Burkina Faso (1977).

Management Training and Materials Development

- o Senior Trainer, Basic Project Design course, USAID. Co-trainer for quarterly one-week project officer entry level training course covering AID project design, documentation, scopes of work and budgeting. (1985)
- o Training Specialist, Management Training of Ministry of Plan, Haiti in project monitoring and evaluation, USAID. Instructed Ministry staff, preparation of operations manual, training materials and seminar reports in French (1984-1985).
- o Management Specialist, Training of field team for USAID development management impact evaluations. Preparation of performance assessment materials and presentation of guidelines at Workshop. USAID, PPC/CDIE (1984).
- o Management Trainer, Centre for Development and Population Activities, Washington, D.C. Prepared materials and conducted three-day project development training session for the Francophone Women in Management program. Trained 40 women from Africa and the Caribbean in project development, monitoring and evaluation in French (1983).

- o Training materials development, UNICEF. Assisted in preparation of learning design and training materials for UNICEF performance appraisal system (1983).
- o Trainer, American University, project design and implementation seminars for graduate program. Instructed graduate students and professionals in project design and implementation techniques (1982).
- o Management and Organizational Specialist, UN High Commissioner for Refugees and Overseas Education Fund, Bas-Fleuve, Bas-Zaire, Zaire. Trained Cabindan women refugee associations in organizational skills, work planning and income-generation activities in French (1982).
- o Senior Trainer, Private voluntary organization management training for 90 persons from 20 organizations, Zaire. Responsible for USAID finance mechanism portion of ten day training program at each site in addition to project design implementation and evaluation training with two other team members in French. Preparation of final report in French for USAID/Zaire on training program (1981).

Survey Research

- o Research Analyst, development management impact evaluation studies, PPC/CDIE, USAID. Prepared analysis computer based study of 277 projects in Africa for development management key issues. (1985)
- o Survey Specialist, nonformal education and training for women. Completion of data analysis in field for census of 22,000 women conducted by New Transcentury Foundation for Promotion Feminine, Ministere de Jeunesse et Sports, Government of Morocco. Preparation of survey results in French for final report (1981).
- o Staff Associate, Research Surveys on U.S. voluntary organizations, Inter-American Development Institute (1980-1981).
- o Rural Development Specialist, development of survey instruments, field testing and field staff selection for socio-economic survey of small farmers, Ghana (1978-1979).

- o Contract Researcher, Survey of 60 PVOs in U.S., Europe and Africa involved in Sahelian Disaster Relief. Intensive interviewing of agency personnel at headquarters and in the field. U.S. Department of State and USAID (1975-1976)

Writing and Editing; Conference Coordination

- o Workshop Coordinator, PVO Institutional Development Workshop, Food for Peace and Voluntary Assistance Bureau. Organized workshop with institutional development experts to review methodologies and suggest next steps for AID, prepared workshop proceedings. (1985)
- o Drafter, AID Africa Bureau Development Management Strategy Paper, Africa Bureau Human Resource Office (1984).
- o Conference Coordinator, Inter-American Development Institute. Managed conferences for Advisory Committee on Voluntary Foreign Aid, USAID. All conference logistics plus preparation and production of official proceedings for USAID. 200 participants per conference. June 1980, December 1981, March 1982, June 1982 and October 1982.
- o Proceedings Coordinator, Private Agencies in International Development (PAID). Prepared proceedings for first annual meeting (1981).
- o Assistant Research Associate, Bureau of Economic Research and Development (BERD), Virginia State University. Edited quarterly newsletter, public relations, research (1977-1980).
- o Acting Managing Editor, Studies in Race and Nations, Monograph series--editing and publicity; Center on International Race Relations, University of Denver (1974).

LANGUAGES: Fluent in French

EDUCATION: M.A., International Studies; Graduate School of International Studies, University of Denver, Denver, Colorado; 1975.

B.A., French; minors in Sociology and Education; College of William and Mary, Williamsburg, Virginia; 1971.

PUBLICATIONS: Brinkerhoff, Derick W., and Tuthill, Janet C., Vers les projets de developpement efficaces: un guide a l'execution et l'evaluation, Kumarian Press, Forthcoming, 1986.

Tuthill, Janet C., and Fanning-Firfer, Marina, "Development Education and the U.S. PVO Community: A Focus on the Issues", Washington, D.C.; Inter-American Development Institute, prepared for Advisory Committee on Voluntary Foreign Aid, USAID, December, 1980.

Brown, Barbara J., Tuthill, Janet C., and Rowe, E. Thomas, International Disaster Response: The Sahelian Experience, U.S. Department of State, Washington, D.C., June 1976.

Acquah, E.T., Joshua, M.S., Lesnett, F.S., Nutakor, J.M., Nani, Tamakloe, M.A., Tuthill, J.C., Woyome, W.K., The Economics of Small Farm Systems and Socio-Economic Conditions in the Atebubu District, University of Science and Technology, Kumasi, Ghana and Virginia State University, December 1979. Prepared for USAID/Ghana.

Co-author with Michael S. Joshua of paper entitled, "Assessment of the Impact of International Development Assistance Agencies", presented October 27, 1978, ISA South International Organization Section Joint Meeting, Chapel Hill, N.C.

ROBERT N. MARSHALL

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KEY SKILLS: Small Enterprise Assessment and Financial Analysis;
Institutional Development

SUMMARY: A Chartered Financial Analyst retired after many years of experience as Director of Policy Analysis and Evaluation with the U.S. Small Business Administration. Mr. Marshall is highly skilled in private sector analysis, financial analysis, marketing and technology transfer. Since 1981, he has consulted to AID on venture capital promotion, development banking, enterprise development and export promotion in Jamaica and the Phillipines, and has assisted USAID in evaluating publicly-funded business assistance programs.

EXPERIENCE:

Small Enterprise Assessment and Financial Analysis

- o Director, Office of Policy Analysis and Review, Small Business Administration, Washington, D.C. Responsible for the research, analysis and development of policy alternatives, and for the evaluation of policy implementation of all the assistance programs for the small business sector of this independent government agency. Directed a staff of program analysts, economists, and financial analysts performing research and cost/benefit analyses of financial, management, venture capital and procurement assistance programs.

Evaluator, Small Business, Investment Banking and Venture Capital Program, Liberia. Conducted major field evaluation of ongoing AID field program to promote and support private sector.

- o Coordinating Consultant and Chief of Party for Rehabilitation Fund, Inc. to the Jamaica Export Credit Insurance Corporation. Responsible for the design, development and administration of a U.S. \$50 million loan program funded by the InterAmerican Development Bank to provide foreign exchange

ROBERT N. MARSHALL, continued

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loans to businesses in the manufacturing and construction sectors of the Jamaican economy. Planned and produced policies, procedures and operational documents and manuals. Responsible for the economic, technical and financial analyses of loan applications. Assisted clients of the Fund in analysis of market potential, export possibilities, and production requirements. Promoted and explained the program to bankers, government agencies, and potential clients. Advised credit committee and Board of Directors of the Fund on credit, markets, and economics. Administered the processing, disbursement and collection of the loans.

- o Senior Consultant, USAID. Advised on the development and design of the International Small Business Investment Company project, a centrally funded USAID project to provide leverage capital to venture capital firms operating in developing countries for the purpose of promoting rural development. (1981)
- o Consultant, USAID/Philippines. Member of review team that reviewed the investment potential and possibilities in provinces outside of the capital city of Manila. Evaluated the market potential, availability of materials, production techniques and requirements, and adequacy and availability of financing for small enterprise ventures in provincial towns and cities.
- o Consultant, Small Business Administration, Washington, D.C. Performed business valuations and financial appraisals on large financings in default, for the purpose of determining appropriate action to be taken to mitigate potential losses to the U.S. Government. Evaluated the market potential, procurement system, production operations and financial status to determine required actions either to return the business to viable operations or to liquidate the collateral. Negotiated with the parties for acceptable settlement or refinancing.
- o Chief of Underwriting, Small Business Administration, Washington, D.C. Directed the activities of the lease guaranty and surety bond guaranty pro-

ROBERT N. MARSHALL, continued

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grams of the Agency. Chief Underwriter of major risks. Developed a system of risk analysis involving factors of market, location of business, management, production capacity, and financial strength.

- o Chief of Section, Small Business Administration, Washington, D.C. Responsible for analysis and evaluation of Small Business Investment Companies. Evaluated loan applications, examination reports and financial statements. Served as a member of a research task force which developed evaluation methodology and techniques for considering investments in small businesses.
- o Supervisory Financial Analyst, Securities and Exchange Commission. Performed analyses and evaluation of company filings with the Commission.

Institutional Development

- o Senior Associate, First Washington Associates, Jamaica. Responsible for the development of a project proposal for USAID on the feasibility of a private sector trade confirmation facility for Jamaica to provide financing to firms for the inputs required to produce exports. Examined the economic situation, export product potential, financing availability and methods for the establishment of a new private sector financing facility.
- o Director, Office of Program Development, Small Business Administration, Washington, D.C. Responsible for the planning, promotion and development of financial assistance programs of this agency. Designed and directed the development and implementation of an investment market for the guaranteed portion of SBA loans and promoted its use by banks, investment banking firms and brokers. Directed the development of lender relations and lender participation programs and the monitoring of interest rates. Directed the development of a proposal for a venture capital bank.

EDUCATION: M.B.A., American University, Washington, D.C., 1965.

B.S., Business Administration, American University, Washington, D.C., 1961.

DAVID LEVINE

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KEY SKILLS: Public Sector Institutional Development; Training Specialist; Program and Project Management

EXPERIENCE:

Public Sector Institutional Development and Training

- o Fifteen years of consulting experience in the U.S., Africa, Latin America and Asia in the areas of institutional development, management, training design and delivery, training of trainers, curriculum development, and program design, implementation and evaluation. Clients include departments and agencies of the U.S. government, private voluntary organizations, educational institutions, multilateral development agencies and private businesses.
- o Program Director of a three-man World Bank team which assisted the Federal Government of Nigeria establish the Federal Agricultural Coordinating Unit in the Ministry of Agriculture. Developed policy guidelines for state level agricultural development projects and recruited, trained and managed staff. (1981-82)
- o Founding Director, Office of Programming and Training Coordination, Peace Corps. Developed and implemented policy and program initiatives in support of major changes in organizational focus; managed staff of 30 and over \$5 million in annual resources; provided technical support to programs in more than 50 countries throughout the Third World; developed and implemented a unified training approach for all volunteers and staff. (1977-81)
- o Program and Training Officer/Deputy Director, Peace Corps, Ethiopia. (1968-70)

DAVID LEVINE, continued

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Program and Project Management

- o Consultant, Project Management and Methodology Development, International Project Management Center, University of Maryland, College Park, MD. (1983)
- o Consultant, Management Information System Development, Sahel Regional Financial Management Project, Virginia Polytechnic Institute, Blacksburg, VA. (1983)
- o Provided technical assistance on Team Assessment and Preparation, Methodology Development, and Institutionalization, USDA/OICD. (1982-83)
- o Administrative Manager of the Antioch School of Law, Washington, D.C. Managed the country's first clinical law school with direct authority for J.D., Master's Degree, and paralegal programs with faculty and staff of 50 and \$3 million annual budget. (1976-77)
- o Vice President, Institute of Educational Research, Washington, D.C. Directed an international institute concerned with manpower development, human services, and early childhood education. (1975-76)

LANGUAGES: Some French and Amharic

EDUCATION: Graduate studies in Urban Studies (Queens College, 1972-74) and Comparative Literature (Columbia University, 1966-67).

A.B., Mathematics, Columbia College of Columbia University, New York, NY, 1964.

GORDON KUNDE

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KEY SKILLS: Financial Analysis of Investments; Project Management; Small Enterprise Development; Productivity Improvement

EXPERIENCE:

Small and Medium-Sized Enterprise Development

- o Managing Director, Agribusiness Startup Project, St. Lucia, West Indies. Business development and operational management for the 18-month startup phase of a food processing enterprise under contract with USAID. Responsibilities included financial management, selection, hiring and supervision of operational personnel, direction and review of food processing plant, design and implementation of small enterprise information and reporting system, identification and purchase of imported equipment, analysis of local and regional export market, planning and execution of sales strategy, liaison with local and U.S. government officials. (1983-84)
- o As the representative of a U.S. investment company, supervised the design, organization, testing, and training of an experimental Brazilian small business investment company.

Financial Analysis of Investments

- o Business Analyst for USAID, Small Business Administration, and private companies in Washington, D.C., Michigan, Florida, Portugal, and Brazil. Provided analysis and recommendations of feasibility of business development programs and investments including detailed business planning and financial projections and comprehensive analysis of economic, marketing, legal, tax and management factors for investment plans and programs. (1980-82)

GORDON KUNDE, continued

page two

- o Investment Representative for the Brazil, Colombia, and Southeast United States, the Merchants Group Ltd. Prepared annual country survey of investment conditions and country investment plan and schedule; analyzed feasibility of Brazilian and Colombian enterprises based on profitability objectives and capacity to absorb U.S. technology and management expertise; recommended specific investments based on market conditions, management capability, and financial return. (1977-80)
- o Foreign Business/Investment Advisor. The Institute for International Development, Inc. Provided counsel on Brazilian business conditions; furnished support to small and medium-sized U.S. firms doing business in 5 overseas countries. (1971-76)

LANGUAGES: Fluent in Portuguese
 Good French

EDUCATION: M.A., International Economics and Agricultural
 Production. The Pennsylvania State University.

 B.A., Biology, Muskingum College.

JAMES D. HEINZEN

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KEY SKILLS: Needs Analysis, Project Design and Evaluation;
Small Scale Enterprise Development

EXPERIENCE:

Needs Analysis, Project Design and Evaluation

- o Chief of Party, USAID Rural Development Project in Bolivia. Advised regional development corporations on project identification, planning, market analysis, financial management, site selection and management systems. Identified new funding sources for small business financing and developed a manual for carrying out feasibility studies for small business investments. Introduced management by objective concepts using LogFrame design methodology. Trained 65 professional staff who applied this methodology in the corporations annual operating plan and in 50 projects. Designed and supervised a field study, introducing the use of statistical sampling and data analysis methods. Three corporation planning staff were trained in these methods. Directed workshops to define operational objectives. This work resulted in a much more decentralized and specialized structure which was made operational through a new operations manuals. (1979-83)
- o Consultant study of four regional farmer's cooperatives in Honduras. Estimated membership and volume, performed market analysis of proposed products, financial analysis of existing and potential profit centers, identification of technical assistance requirements. Resulted in two year contract award to strengthen credit, storage, and marketing components of the cooperatives.
- o Consultant study of technology transfer in Panama. Carried out institutional analysis of agricultural research and extension process which resulted in consideration of recommendations by AID and Panama.

James D. Heinzen - continued
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- o Executive Director, Community Action Commission, Madison, Wisconsin. Managed \$1.7 million non-profit corporation. Planned new program initiatives and competed for funding with other institutions. Increased number of funding sources from seven to fourteen in 2 years, increasing annual revenues by 42 percent.

Small Scale Enterprise Development

- o Consultant study for small businesses in North Carolina. Negotiated three bridge loans and long range expansion loan. Advised on short-term expansion, business plan and market strategies. Conducted workshop on market promotion to Chamber of Commerce Committee.
- o Country Director, for Technoserv, responsible for assisting small businesses in marketing, business planning, management systems, finance and specific technical processes, and for supervision of a multinational staff of engineers, planners, managers and technicians.
- o Economic Development Worker in Puno, Peru, responsible for a 35 member manufacturing cooperative and for providing assistance to a large credit union. Developed system to identify delinquent accounts, organized collection system, and worked with the board of directors.

LANGUAGES:

Spanish fluency.

EDUCATION:

M.B.A./Finance, University of Wisconsin-Eau Claire, Eau Claire, Wisconsin, 1979.

B.S., Business Administration, Ferris State College, Big Rapids, Michigan. Graduated cum laude, 1969.

MALCOLM H. HARPER

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KEY SKILLS: Research and Evaluation of Small Enterprise Development Programs

SUMMARY: A world-reknowned specialist in the evaluation design of of small enterprise development programs, Dr. Harper is also skilled in technology transfer and training. He has conducted analyses of small business development potential in twelve countries for a variety of donors, has published six books on assessing enterprise development programs, and runs an 8-week course each year (for the last 8 years) to train LDC officials in small enterprise promotion and assessment techniques.

EXPERIENCE:

Research and Evaluation of Small Enterprise Development Programs

- o Small enterprise training evaluation consultancies in recent years have included work in the following countries:
 - Dominica in 1980 for A.T. International
 - Dominican Republic in 1980 for A.T. International
 - Colombia in 1982 for Carvajal Foundation
 - Ghana in 1978 for ODA
 - India from 1978-1982 for British Counsel, etc.
 - Indonesia from 1975-1979 and 1982 for ILO and ODA
 - Kenya from 1970-1974 for FAO
 - Malaysia in 1979 for FAO
 - Nepal from 1980-1983 for GTZ
 - Nigeria in 1978 for British Counsel
 - Philippines in 1982 for GTZ and British Counsel
 - South Africa in 1981 for British Counsel
- Non-Country-specific small enterprise training and evaluation have included:
 - Consultant to World Bank on Evaluation of Small Enterprise activities. Developed paper on this subject for Jacob Levitsky in 1979.
 - Developed and implemented first World Bank training program for promoters of small enterprise programs world wide entitled "Employment and Promotion of Small-Scale Enterprise," in 1980.
 - Presently implementing world-wide study for GTZ of methodologies for small enterprise training and evaluation.

- Three year effort to develop and test valid bases for selecting and training local entrepreneurs in Africa, Asia and Latin America (1983 - 1986).

Professor of Enterprise Development, Cranfield School of Management.

Teaching:

MBA courses on Entrepreneurship and New Ventures and Management in Developing Countries.

Continuing Studies Programmes on the Promotion of Small-Scale Enterprises in Developing Countries and Managing Urban Growth Centres.

Contributor to other MBA and Continuing Studies courses in various aspects of marketing and economic development.

Research:

Director of research programmes into training needs and effective learning methods for Government and industrial international marketing staff in developing countries, agricultural co-operative managers, field community development and nutrition workers and small farm credit field officers, sponsored by the International Trade Centre, UNCTAD/GATT, the International Labour Office, the FAO and the ODA.

Director of research into entrepreneurship development programmes for the poor, sponsored by the German Government, and of staff up grading programme for the University of Airlangga in East Java.

Supervisor of doctoral research into various aspects of marketing, foreign aid and Government assistance programmes for small enterprises in Tanzania, Botswana, the United Kingdom, India and Indonesia.

Other Activities:

Member of Steering Committees, Intermediate Technology Industrial Services and Oxfam Trading.

Adviser to foreign Governments, ODA, IBRD, United Nations agencies and others on agricultural credit and marketing, intermediate technology, training methods and small enterprise development policies.

External Examiner, University of Mauritius, Birmingham University, Middlesex and North Staffordshire Polytechnics.

Senior Lecturer, Department of Business and Administration, University of Nairobi.

Planned and implemented new Post-Graduate Programme leading to MBA.

Research:

Conducted and assisted research into small enterprise extension, indigenous retail development and intermediate technologies.

Other Activities:

Member of Council, Kenya Institute of Management, also Member of Directing Committee for Management Training, Kenya Institute of Administration, Member of Advisory Board, Opportunities Industrialisation Centres (Kenya).

Contributor to Ford Foundation/Harvard Business School/ East African Staff College Workshop for African Management Trainers, Karen, July 1972 and to IDS Sussex/Nairobi Study Seminar, Limuru, October 1973.

Marketing Executive and Director, John Harper & Company Limited, Willenhall, Staffordshire, England. Involved in local and international design, manufacture and distribution of consumer durable products, and in financial, accounting and production management.

Chairman and Committee Member of various industry associations.

Part-time instructor, for the Wolverhampton Polytechnic, Diploma in Management Studies.

Tutorial Fellow, Harvard College, Faculty of Arts and Sciences, in Latin and Greek language and literature.

British Army National Service, Commissioned Service with Royal Artillery in Germany.

Education:

PhD, University of Nairobi; dissertation entitled "The Development of a Cost-Effective Extension Service for Small Business: A Kenyan Experiment". Examiners, Professor Hans Singer, Institute of Development Studies at the University of Sussex; Dr. I. Inukai, University of Tokyo; Professor Charles C. Slater, University of Colorado; Professor D. Muir, University of Alberta.

Harvard Graduate School of Business Administration.
MBA degree with some specialisation in marketing and economic development.

The Queen's College, Oxford. Second Class Honours in "Litterae Humaniores".

Bryanston School, Blandford, Dorset, England. Top entrance scholar, "Ordinary" level School Certificate in Mathematics, English, French, German, History, Geography, Latin, Greek. "Advanced" level School Certificate in Latin, Greek (with distinction), Ancient History.

Publications:

Books and Monographs:

- Assistance for Small Business in the Third World - A Practical Reappraisal, John Wiley (in press).
- (with R. Kavura) The Private Marketing Entrepreneur and Rural Development, FAO, Rome, 1982.
- (with J. Grierson and D. Lenz) E Thusa Bagwebi, A Manual for Enterprise Development, PFP Botswana, Gaborone, 1982.
- Marketing of Agricultural Produce, ILO, Geneva, 1982.
- Collecting and Receiving Agricultural Produce, ILO, Geneva, 1982.
- Project Preparation and Appraisal, ILO, Geneva, 1980.
- Supply Management, ILO, Geneva, 1980.
- (with R.A.J. Roberts) Ed. Agricultural Credit Training, (18 volumes), FAO, Rome, 1980.
- Perusahaan Kecil (Small Business), Airlangga University, Surabaya, Indonesia, 1979.
- (with Tan Thiam Soon) Small Enterprise Promotion, Intermediate Technology Publications, London, 1979.
- Small Business Consultancy, Intermediate Technology Publications, London, 1977.
- Co-operative Management, International Co-operative Alliance, London, 1976.
- "Educational Technology in International Marketing", Vol. 2, No. 10 of Cranfield Research Papers in Marketing and Logistics, Cranfield Institute Press, 1975.
- The African Trader, East African Publishing House, Nairobi, Kenya, 1973.
- Kenyan Smallholders, their Attitudes and Problems, FAO, Rome, 1973.

Articles:

- "Entrepreneurship Development for the Poor in Developing Countries" in Vesper, Frontiers of Entrepreneurship Research, Babson College, Wellesley, Massachusetts, 1982.
- "Soft Cushions that Stifle Free Enterprise", The Guardian, March 1982.
- "Management Education in Poor Countries", in Garratt & Stopford (Eds.) Breaking Down Barriers, Gower Press, London, 1980.
- (with A. Howe) "Management Training Material for use in Developing Countries", in Trends in Educational Publishing, PIRA/RPS, London, 1979.
- "Appropriate Educational Technology", The International Yearbook of Educational Technology, Kogan Page, London, 1978.
- "Finance versus Advice in Small Business Promotion", Development Digest, Vol. XV, No. 1, January 1977.
- "The World of the Small Retailer", CERES, FAO Review on Agriculture and Development, January - February 1976.
- "Management Training Material for Developing Countries", The International Yearbook of Educational Technology, Kogan Page, London, 1976.
- "Simulations in Marketing Training Material for use in Developing Countries", Proceedings of the 1975 Conference of the Society for Academic Gaming and Simulation in Education and Training, Loughborough, 1976.
- "Advertising in a Developing Economy; Opportunity and Responsibility", European Journal of Marketing, September/October 1975.
- "Sugar and Maize Meal; Cases in Inappropriate Technology", Journal of Modern African Studies, September 1975.
- "The Employment of Finance in Small Business", The Journal of Development Studies, London, July 1975.
- "An Approach to the Training of Extension Workers", World Development, May/June 1975.
- "Appropriate Consultancy for Small Business", Appropriate Technology, May 1975.
- "Cost-Effective Extension for Small Business in Africa", Journal of Extension, May 1975.
- "Small Business Case Studies", The American Association of Collegiate Schools of Business Bulletin, January 1974.
- "Profile of a Typical Rural General Retailer", in A Marketing Man's Guide to Kenya, Corcoran and Tyrrell Limited, Nairobi, 1973.
- "Rural Traders and Their Problems", East African Management Journal, September 1972.
- "Don't Copy Your Competitors", East African Management Journal, March 1971.

Research Papers:

- "The Evaluation of Small Enterprise Promotion Programmes", paper presented at the 1981 Conference of The Development Studies Association, Keele College, Oxford.
- "Qualitative Messung Betrieblicher Beratungsergebnisse", paper presented at DSE Conference on The Promotion of Small and Medium Scale Industry, Berlin, 1981.
- "Marketing of Staple Foods in Kenya", presented to the Ad Hoc Technical Consultation on Strengthening Agricultural and Food Marketing, FAO, Rome, 1977.
- "Scope for Improving the Performance of Small Scale Rural Traders" in Training in Agricultural and Food Marketing at Middle Level, Report on the FAO Consultation on Middle Level Training in Agricultural Marketing, 19 - 29 May 1974, Rome, 1974.
- "A Prototype Experiment to Test the Possibility of a Cost-Effective Extension Service for Small Scale General Retailers", Institute for Development Studies, Nairobi, Discussion Paper No. 193, 1974.
- "A Possible Solution to the Problem of Staffing a Small Business Extension Service", in Proceedings of Conference on Small-Scale Enterprises, Institute for Development Studies, Nairobi, 1973.
- "An Approach to the Development of Employment Opportunities in Rural, Commercial and Industrial Enterprises", in Institute for Development Studies, Nairobi, Occasional Paper No. 4, June 1971.

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KENNETH E. LOUCKS

EDUCATION:

H. B. A. (1960), M. B. A. (1965), Ph.D. (1974), School of Business Administration, University of Western Ontario, London, Ontario, Canada.

EMPLOYMENT HISTORY:

1970 - School of Commerce and Administration, Laurentian University, Sudbury, Ontario
1982 - 1984 Director
1977 - 1982 Full Professor
1975 - 1977 Associate Professor
1970 - 1975 Director and Associate Professor

1965 - 1967 School of Business Administration, University of Western Ontario, London, Ontario
1966 - 1967 Lecturer
1965 - 1966 Instructor

1962 - 1964 Owen Sound Collegiate and Vocational Institute, Owen Sound, Ontario
Commercial Teacher, Category III

1960 - 1962 Pauline Johnson Collegiate and Vocational School, Brantford, Ontario
Commercial Teacher, Category III

- 1960 Loucks' Garage Limited, Chatsworth, Ontario
Parttime and summer employment in various capacities in this family-owned business

PUBLICATIONS:

Zanibbi, L. R. and Loucks, K. E., "Market Penetration in Financially Strained Periods: The Usefulness of Conventional Wisdom", Canadian Journal of Small Business, Volume 1, Number 3, Winter 1983/84.

Loucks, K. E. and Gillingham, D. W.: "How to Forecast and Plan the Future of Your Organization", The Journal of Business Forecasting, Volume 1, Number 2, 1981-1982.

Loucks, K. E.: "Elaboration on Education in Entrepreneurship", in Kent, Sexton, & Vesper: Encyclopedia of Entrepreneurship, Prentice-Hall Inc., Englewood Cliffs, N.J., 1982.

Loucks, K. E. and Gillingham, D. W., "Forming New Entrepreneurial Ventures through the Use of Venture Group Sessions", Journal of Small Business Management, Volume 20, No. 4, October, 1982.

Gillingham, D. W. and Loucks, K. E., "A Future Scenario of North America", Management International Review, Volume 21, Number 1, 1981.

Loucks, K. E.: "Research on Entrepreneurship in Canada", in Vesper, Karl H., Frontiers of Entrepreneurship Research, 1981, Babson Center for Entrepreneurial Studies, Babson Park, Mass.

Gillingham, D. W. and Loucks, K. E.: "Identifying and Meeting the Key Challenges for Association Managers in the 1980's", Canadian Associations, Volume 10, August/September, 1982.

Loucks, K. E.: Survey of Canadian Small Business Management and Entrepreneurship Educational Activities, Industry, Trade and Commerce, Ottawa, Canada, 1980

Loucks, K. E.: "An Experiment in Combining Financial and Management Assistance for New and Small Business", Proceedings of the Fourth International Symposium on Small Business, Seoul, Korea, October, 1977.

Loucks, K. E., contributions to chapters 25 through 29 in Preshing, W. A., Business Management in Canada, Wiley Publishers of Canada, 1974.

Loucks, K. E., "The Personnel Worker", Guidance Centre Occupational Information Monograph No. 01-288, The University of Toronto, College of Education, May, 1968.

Loucks, K. E., "The School to Work Transition", The Bulletin, Ontario Secondary School Teachers' Federation, Toronto, Ontario, December 1966 and January 1967.

Sproule, R. E. and Loucks, K. E., "A Profile of the Personnel Practitioner", The Canadian Personnel and Industrial Relations Journal, Vol. 14, No. 5. Reprinted in Perigoe and Hercus, The Best of the Canadian Personnel Journal, 1971.

CONFERENCE PAPERS AND OTHER PROFESSIONAL WRITING:

1985 Loucks, Kenneth E. "Developing the Supply of Entrepreneurs," Entrepreneurial Development in Small Scale Industry (ESSI) Conference, 1-3 May, 1985, RVB Delft, The Netherlands.

1985 Loucks, Kenneth E. Project Review and Technical Advisory Mission on the Vocational Training Institute, Mponella, Malawi. International Labour Office, Geneva.

1984 Loucks, Kenneth E. "Youth Entrepreneurship Development," International Centre for Advanced Technical and Vocational Training, Turin, Italy, November, 1984.

1984 Loucks, Kenneth E. "Identifying Business Opportunities," IMEDE Management Development Institute, Lausanne, Switzerland, October, 1984.

1984 Loucks, Kenneth E. Project Review and Technical Advisory Mission on the Indigenous Business Advisory Services (IBAS) The Gambia. International Labour Office, Geneva.

- 1984 Loucks, Kenneth E. and Zaki, Ramzy. Report of the ILO Exploratory Mission for The Establishment of a Regional Centre for Small Enterprise Development in the Caribbean, Geneva, International Labour Office, August, 1984.
- 1983 Loucks, Kenneth E. Final Report on the Entrepreneurship Development Component of UNDP/ILO Project UGA/78/008 - Accelerated Vocational Training for Self-Employment. Kampala, Uganda, August, 1983.
- 1983 "Perceptions of Small Business Social Responsibility: A Survey in One Community", Loucks, K. E. and diNorcia, V., Annual Conference, Administrative Sciences Association of Canada, Vancouver, B. C., May 31, 1983. Also presented at: Second World Congress, International Council for Small Business, Halifax, Canada, June, 1983.
- "Bruce's Restaurant", a case study prepared by Marc Helie under the direction of Loucks, K. E. and Gillingham, D. W. in Small Business Management: Concepts and Cases, Beckman, Good and Wyckham: John Wiley & Sons, Toronto, 1982.
- 1981 "Small Business and Professional Advisors", to the Sudbury and District Chamber of Commerce during National Small Business Week, October, 1981.
- 1981 "The Editor Interviews", Management Forum, Volume 6, Number 4, The University of New England, Armidale, Australia.
- 1980 "Measuring Productivity in the Motel Industry", University of New England Workshop on the Motel Industry, Port Macquarrie, N. S. W., December, 1980.
- 1980 "A Model for an Entrepreneurial Service Centre", Workshop on Selection and Development of Entrepreneurs, Financial Management Research Centre, University of New England, N. S. W., November, 1980.
- 1980 "Small Business Management Education in Canada", International Symposium on Small Business, Melbourne, Australia, November, 1980.
- 1979 "Entrepreneurship Education", Technological Innovation Management Education Workshop, York University, Toronto, September, 1979.
- 1978 "Small Business Operating Problems and Management Strategies", Sir Sanford Fleming College, Key Note Address, October, 1978.
- 1978 "Linking the Economies of the World through Small Business Management", Proceedings of the Fifth International Symposium on Small Business, Anaheim, California, November, 1978.

- 1977 "A Study to Establish Causes for Dealing Effectively with Owners of Small Business on Management Development Programs", Guest Lecturer, Seoul National University, Seoul, Korea, October, 1977.
- 1976 "Opportunities to Increase Worldwide Productivity through Small Business", Chairperson's Remarks, Third International Symposium on Small Business, Washington, D.C., October, 1976.
- 1976 "Win/Lose Conflicts", Alberta Labour-Management Conference, Edmonton, Alberta, May, 1976.
- 1972 Report of the ACHIEVE task force on small business, Ministry of Industry and Tourism, Province of Ontario.
- 1969 "Motivation to Work", Associates of the School of Business Research Forum, University of Western Ontario.

MEMBERSHIPS:

- Administrative Sciences Association of Canada
- International Council for Small Business - Canada
Vice President - Research 1981-1984
- International Council for Small Business - United States
Vice President - Research Division 1981-1982
Associate Chairperson Research Committee 1980
- Canadian Federation of Deans of Management and Administrative Sciences
Chairman - Committee on Small Business 1982-1984

PROFESSIONAL ACTIVITIES:

- K.E.L. Enterprises
Consulting, Small Business and New Venture Management
- International Labour Office
Entrepreneurship Development Expert
External Collaborator, Entrepreneurship Research
- Canadian Chamber of Commerce
Educational Advisor, Canadian Institute for Organization Management, 1967 - 1982
- Sudbury Regional Development Corporation
Vice-President, 1979-1981
Secretary-Treasurer, 1978-1979
Economic Advisory Group, 1978
- Corporation of Laurentian Hospital
Member of Board of Directors, 1972-1976
Vice-President-Finance, 1972-1975
Chairman-Negotiations Committee, 1974-1975
Treasurer of the Corporation, 1975-1976

190.

Sudbury and District Hospital Council
Vice Chairman, 1975-1976

Laurentian University Small Business Counselling Programme
Co-ordinator, 1977 - 1984

UNIVERSITY COURSES TAUGHT:

Business Policy
Small Business Management: Operating Problems and
Strategies
Entrepreneurship
Management of Human Resources
Introduction to Business
Business and Society

PERSONAL DATA:

Nationality: Canadian Date of Birth: 15 August, 1937

Marital Status: Married, 4 children

Permanent Address: 1301 Lakewood Drive
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DONALD E. SPEARS

Management Systems International
 600 Water Street SW
 NBU 7-7
 Washington, D.C. 20024

GENERAL BACKGROUND

Since 1975 has worked as a management trainer and training coordinator on a consultant basis for both public and private sector organizations.

* Development Management Training

Served as Training Director and lead trainer for Egyptian Basic Village Services Program. Courses included Rural Development Management Course (3 weeks), Rural Development Training Methods (5 weeks) and Skills Application Laboratory (2 weeks). Simultaneously coordinated 4-week Traveling Seminar for Senior Managers - California, South Korea, India and Saudi Arabia. Client - The Graduate School, USDA

Served as lead trainer for Managing Agricultural Organization Course in Lesotho (3 weeks). Presented course to all Ministry of Ag. Division Heads in 1982 and followed up with similar course for their Deputies in 1983. Also conducted needs assessments both years and follow-up programs in 1983. Client - USDA - Office of International Cooperation and Development - International Training Division. (OICD-IT)

Conducted three consecutive course for Ministry of Cooperati in Uganda over a three month period. Consisted of two courses in Management and Planning for Senior Managers (2 week) and one Training of Trainers Course (3 weeks). Client - , Agricultural Coopeatative Dev. Intn, l. (ACDI)

Coordinated International Conference on Technical Information Distribution in Mayaguez, Puerto Rico. Included Strategic Planning sessions for program coordinators from 13 Latin American countries. Conducted in Spanish for National Tech. Information Service, Dept. of Commerce via Management System International.

* Project Management Training

Served as lead trainer and coordinator for course in "Planning Agricultural Project Implementation" (5 weeks) for project managers from 10 developing countries. Client - USDA, OICD -IT

As lead trainer facilitated course in "Management of Agricultural Project Implementation" presented course three times in Washington for managers from several countrie and presented course three times in Thailand as 5 week cours Client - USDA, OICD- IT.

Lead 5-person training team in conducting "Executive Management Seminar" and a 5-weeks "Training Trainers of Management" course presented in Spanish in Bolivia to departmental project designers and managers. (Practical Concepts, Inc.)

* Management and Supervisory Training

- Served as instructor for regularly scheduled three to five-day seminars. Included:
 - . Modern Management and Supervision, Part I and II
 - . Planning and Leading Meetings
 - . Leader Effectiveness Training
 - . Executive Management Development
 - . Personnel Evaluation and Assessment (The Graduate School, USDA)
- Conducted stress reduction seminar titled, "Decision-Making Under Pressure". (The World Bank)
- Trained/facilitated series of EEO-oriented team development workshops for Naval Surface Weapons Center. (Jeffalyn Johnson & Associates, Inc.)

* Communications Training

- Briefing and Presentation Techniques -Designed and conducted video assisted courses to enhance speaking skills in highly structured organizational settings. Expanded briefing course & gave series of seminars for intelligence analysts for Defense Intelligence Agency. (The Graduate School)
- Oral Communications Skills- Conducted series of seminars on interpersonal speaking skills. (Dept. of Labor)
- Effective Listening -Conducted short courses and fulfilled special contracts for improving listening. (NIH, Naval Research Laboratories, Dept. of Labor through The Graduate School, USDA)
- Selection Interviewing - Conducted series of courses on effective interviewing techniques for Computer Science Corporation. (Sterling Institute)

PROFESSIONAL AND EDUCATIONAL BACKGROUND

- M.P.A. - American University - Public Administration: Organization Theory and Development, 1975
- B. A. - College of the School of the Ozarks- Fine Arts and Business Administration -1967

ROBERT G. BLAYNEY

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600 Water St., S.W.
NBU 7-7
Washington, D.C. 20024

Telephone (202) 484-7170

KEY SKILLS: Institutional Development; Financial Management;
Entrepreneurship; Training/Materials Development

EXPERIENCE:

Institutional Development

- o Financial Analyst, proposed and implemented credit department restructuring (within LEAD financial institution) for the channelling of credit to small and medium scale enterprise in Guatemala.
- o Senior Economist, conducted prefeasibility studies and institutional analysis in order to develop and establish a financial assistance program targetted to small-scale enterprises in two rural areas of Mexico.
- o Institutional Development Specialist. Conducted appraisal of technical assistance institutions, secured commercial bank support, developed field extension management program and defined the budget for an agro-industry and rural enterprise project in Fortaleza, Brasil.
- o Senior Economist, World Bank urban planning mission. Designed and programmed employment generation strategies in coordination with a low-income settlement rehabilitation project. Advanced implementation of a small business financial and technical assistance program. On subsequent missions, designed and implemented evaluations; appraised branch banks for program expansion; redesigned credit and sub-project analysis procedures; El Salvador.
- o Consultant. Conducted private enterprise surveys and analyses (industry, artisan export, tourism, banking and transportation sub-sectors) in Bolivia.

ROBERT G. BLAYNEY, continued

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Financial Management

- o Financial Analyst, conducted feasibility analysis and prepared financial plan, as well as accompanying operating agreements for a regional chemical import and sales program for a federation of rural cooperatives in Guatemala.
- o Consultant, negotiated, wrote and finalized the project management and credit agreements for a revolving fund between the Reserve Bank of India, the Co-operative Bank of SEWA, Ahmedabad India and a United Nations Guarantee Fund.
- o Consultant, developed financial plans and covenants for World Bank and InterAmerican Foundation loans designed to assist target enterprises in Latin America and Asia.
- o Consultant, Organization of American States. Directed the design and implementation of a regionwide infrastructure analysis and economic plan in interior cities of northern Colombia to foster new employment within the agro-industry sector of the economy.
- o Consultant to National Savings and Loan League and under the auspices of USAID Office of Housing to conduct a final evaluation of a housing technical assistance loan. Evaluations included on-site study of a range of projects in: Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua.
- o Consultant to Federal Home Loan Bank Board (FHLBB) under auspices to USAID Office of Housing to coordinate AID Housing/World Bank collaborative study to address public and private sector housing finance issues in developing workable recommendations for sector reorganization/privatization and establishment of a private secondary mortgage market: Caribbean.

Entrepreneurship

- o Senior partner in firm involved in the redevelopment of residential and commercial properties in the District of Columbia and Delaware; marketing, financial and contracting management.
- o Co-director of successful industrial park sales program for Development Bank in Guatemala.

ROBERT G. BLAYNEY, continued

page three

- o Independently promoting the revitalization and development of a former naval base as an industrial/office park complex in the Caribbean.
- o Marketing and project management strategies for industrial park development and sales for Westinghouse Electric Corp.: U.S. and Indonesia.

Training/Materials Development

- o Trainer/Lecturer, workshops on urban and rural small sector enterprise for the Economic Development Institute (EDI) of the World Bank and United Nations Development Programming (UNDP). Workshop topics included: credit program design and implementation; sub-project appraisal and program evaluation methodologies.
- o Developed savings mobilization market strategies and implementation guidebook with managers of savings and loan institutions in Costa Rica, video film production, editing and utilization (Spanish) with S&L managers for training and dissemination of basic strategies: Federal Home Loan Bank Board.
- o Author and trainer of manuals for financial management and credit program operations for small and medium size enterprise credit programs in El Salvador and Guatemala. Successfully trained credit program staff in the application of information contained in manuals.

LANGUAGES: Fluent in Spanish

EDUCATION: Lecturer/participant at Economic Development Institute (EDI), Seminars on Banking for small and micro-enterprises, World Bank, 1980.

Graduate studies, Development Economics, Ford Foundation Fellowship, University of Wisconsin, Madison, 1967.

KENNETH MURRELL

Management Systems International
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NBU 7-7
Washington, D.C. 20024

Telephone (202) 484-7170

KEY SKILLS: Management Training; Organizational Development;
Teaching

EXPERIENCE:

Teaching Experience

- o Associate Professor, Management Department, University of West Florida. Teaching graduate and undergraduate courses in management, organization behavior, and organization development. (1982-present)
- o Associate Professor, St. Bonaventure University, Management Sciences Department, St. Bonaventure, New York. Taught MBA and undergraduate courses in management and organization development. (1980-82)
- o Visiting Professor, American University, Graduate Management Department, Cairo, Egypt. Recipient of Special Ford Foundation Grant for Management Education. (1978-80)
- o Visiting & Adjunct Professor, George Washington and American Universities, Washington, D.C. Taught graduate and undergraduate courses in management and applied behavioral sciences. (1973-76)

Management Training; Organizational Development

- o Executive Director, Small Business Development Center's Management Development Program on Assessment Centers, The University of West Florida. Totally redesigned and developed effective twelve-member staff to meet local managerial needs. Reduced budget and improved administrative and functional operation. (1982-84)
- o Advisor, Projects Advisory Staff, The World Bank. Prepared paper on "Managing Technical Assistance for Management Development: Helping to Build the Appropriate Management Infrastructure." (1982-83)

KENNETH MURRELL, continued

page two

- o International Management Consultant. Traveled, consulted, and did research in South America, East Africa, Europe, and the Middle East. Completed a six month journey across Israel, Pakistan, India, Nepal, Thailand, Malaysia, Singapore, Indonesia, China, and Japan. (1980-82)
- o Management Development Consultant, Executive Management Program, American University, Cairo, Egypt. Developed and presented training programs for a large number of local managers in public and private sector organizations. Subjects taught included Organizational Development, MBO and appropriate management development in developing country environment. (1978-80)
- o Executive Director, Organizational Renewal for Egypt and the Middle East. Prepared and presented consulting proposals for large scale industrial training program, hospital administration improvement project, construction company organizational diagnosis and development project, team building and management consulting for International Development (USAID) funding, and consultant to TEAM International, the largest Arab consulting firm. (1978-80)
- o Manager of Resource Development, G.D. Searle Pharmaceutical Co., Chicago, Illinois. Led development and training staff in creation of a "Development Planning Model" for use with all internal client systems. Consulted in operations in U.S. and Puerto Rico in MBO, effective management training, and organizational studies. Directed year-long executive development program in leadership skills and led seminars on management and motivation. Developed plans for world-wide development and training for largest operating division. (1976-78)
- o Private Consultant, Washington, D.C. Developed and led training and organizational development consulting programs for the following client systems: International Group Plans (an insurance company), Prince Georges County Speech and Hearing Clinic, George Washington University Hospital, Montgomery County School District, Department of Health, Education and Welfare training programs and others. (1973-76)

KENNETH MURRELL, continued

page three

EDUCATION: D.B.A., Managerial Economics, George Washington University, Washington, D.C., 1977.

M.B.A., International Business, American University, Washington, D.C., 1972.

B.A., Business Administration, Washburn University, Topeka, Kansas, 1968.

Management Systems International FRED R. WEBER
 600 Water Street SW
 NBU 7-7
 Washington, D.C. 20024

Am interested in assignments in developing and/or conserving natural, renewable resources. This, under challenging conditions requiring systems oriented, adaptable and multi-lingual - if necessary - management of personnel, funds and time.

Would undertake such an assignment with proven skills and experience in natural resource management, Civil Engineering and Agriculture in temperate zones as well as the tropics.

EDUCATION

M.S., Forestry, Swiss Federal Institute of Technology, Zurich, 1945 - 1950. Swiss State Exam: passed as "Professional Forester", 1951.

EXPERIENCE

Owner, Manager of Consulting Engineering firm (1970 - present) with domestic and foreign activities in crops and livestock production, irrigation, roads and dams, project development, country program evaluation, conservation, integrated resource management, arid land and use planning, vegetation restoration.

Staff (Civil) Engineer (1966 - 1970) for consulting engineering firm in Boise, Idaho. Highways, Structure (Bridge) and hydraulic design. Drainage, Erosion Control, Environmental Protection.

Engineering Advisor, Niger (1964 - 1966). Project design and implementation: re-vegetation, forestry, access roads, small dams, watershed development for Ministry of Rural Development.

SPECIAL SKILLS, LICENSES

Languages: English, German, French fluent.
 Basic Italian, Swedish, several African languages

Licenses: Professional (Civil) Engineer - Idaho
 (By exam 1962)
 Professional Forester - Switzerland
 (By exam 1951)

PUBLICATIONS

Several field and procedures manuals on small watershed hydrology, erosion control and restoration; two rural sector analyses (West Africa), several conference and position papers pertaining to resource management problems and options in Sub-Saharan Africa.

PERSONAL

| | | |
|---------------|------------------|---------|
| 15 April 1926 | 544-36-3363 | Married |
| Four children | Excellent health | |

Mutiso Consultants Limited - Dr. Gideon Mutiso
Professional Training Consultants - Mr. James Obaso

Address: P.O. Box 14333,
Westlands,
NAIROBI.

Telephone: Office - 747010.
Home - 501780.

Date of Birth: November 1942.

Place of Birth: Kangundo, Kenya.

Marital Status: Married. Three children.

Education: B.A. Political Science - 1965 (Cum Laude)
Parsons College, Fairfield, Iowa.

M.A. Political Science - 1966.
University of Kansas, Lawrence, Kansas.

Thesis Topic: "The use of Economic and Political Development
as Ideology in Kenya, 1952 - 1963".

Ph.D. Political Science - 1968.
Syracuse University, Syracuse, New York.

Thesis Topic: "Socio-political Ideas in Africa Literature
in English, 1945 - 1967".

Teaching
Experience:

1. Tutor. Department of Government, Parsons College, Fairfield, Iowa, 1965.
2. Tutor. Department of Political Science, University of Kansas, Lawrence, Kansas. Summer, 1966.
3. Lecturer. Program of East African Studies, Syracuse University, Syracuse, New York. Summer 1967.
4. Lecturer. Program of East African Studies Syracuse University Syracuse, New York. Summer 1966.
5. Assistant Professor: African Politics, Montclair State College, Montclair, New Jersey. September, 1968 - June 1969.
6. Adjunct Assistant Professor. African Politics. St. John's University, Jamaica, New York. Spring 1969.
7. Assistant Professor. African Politics, Rutgers University, New Brunswick, New Jersey. September 1969 - June, 1970.
8. Lecturer, Department of Government, University of Nairobi, June, 1970 - 1972.
9. Senior Lecturer, Department of Government, University of Nairobi, September, 1972 - 1976.
10. Associate Professor. Department of Government, University of Nairobi 1976 - 1979.

Subjects Taught:

1. American Government - Undergraduate.
2. African Social and Political Theory - Graduate. 202.
3. Introduction to Political Science - Undergraduate.
4. Government of South-East Asia - Graduate.
5. Comparative European Governments - Graduate.
6. Contemporary African Politics - Graduate.
7. African Political Thought - Undergraduate.
8. Governments of the U.K. U.S.S.R. and U.S.A. - Graduate.
9. Politics and Literature of the Carribean - Undergraduate.
10. Comparative Politics of the U.S. and U.S.S.R. - Undergraduate.
11. Comparative Politics of Post Industrial State (Japan, U.S. and U.S.S.R.) - Undergraduate.
12. Issues in African Public Policy - Undergraduate.

Administrative Experience:

- a) Deputy Director - Diplomacy Training Programme 1973 - 1974.
 - b) Assistant Managing Editor, Daily Nation 1979 - 1983.
 - c) Managing Director, Mutiso Consultants Ltd. 1983 - Date.
-
1. Consultant: Integration of Energy Projects - MOERD/KCEAP/Mazingira Institute.
 2. Consultant: The State of Seeds - MCC/KENGO 1985.
 3. Consultant: National CBD System - GoK/NCPD/Pathfinder 1985.
 4. Consultant: Tana Mango Processing Project-YWCA/KREP/USAID.
 5. Consultant: Environment and Development Approaches - KENGO/Earthscan/SIDA/NES/Kenya Times. 1985.
 6. Consultant: NGOs Contribution to Development - IDS. 1985.
 7. Consultant: Food Crisis in Africa - NCCK.1985.
 8. Consultant: Innovative Development Approaches: VADA/USAID/IIRR. 1985.
 9. Consultant: Kitui Primary Health Care Evaluation. USAID/CRS. 1985.
 10. Consultant: National CBD Plan: National Council for Population and Development/Pathfinder. 1985.
 11. Consultant: Community Based Distribution Program Manual Pathfinder/Maendeleo ya Wanawake. 1985.
 12. Consultant: Busia Rural Housing Improvement Project. Mazingira Institute. 1985.

- J
13. Consultant: Social Science Research Competition. East and Southern Africa Programme. IDRC/Ford Foundation. 1985. 203
 14. Consultant: Agro-forestry Project Extension. Mazingira Institute. 1985.
 15. Consultant: NGOs in District Development: MCC/Machakos DDC. 1985.
 16. Consultant: Food Distribution - Accelerated Development Program, UNICEF. 1984.
 17. Consultant: Management of District Focus: GoK. Office of the President: Development Coordination and Cabinet, 1984.
 18. Consultant: Commodity Imports: Swedish Development Cooperation Office, 1984.
 19. Consultant: Funding Culture: Ford Foundation, 1984.
 20. Consultant: University/Industry Manpower Use Linkages: Economic Commission for Africa. 1984.
 21. Consultant: Honey Exports - Private Sector. 1984.
 22. Consultant: District Focus and Kitui Arid and Semi - Arid Programme. To Louis Berger/USAID and GoK. 1983.
 23. Consultant: Government of Kenya/World Bank, Second Urban Project. Kenya Low Cost Housing By Laws Study - 1979.
 24. Consultant. Government of Kenya/CID/USAID Marginal Semi-Arid Lands Preinvestment Inventory. Institutions Report No. 7, 1978.
 25. Consultant. IDEP/ENDA, Clark University, Drought Data. (Dakar) 1976.
 26. Consultant. ILO/ARLAC Labour Training, Arusha, 1976.
 27. Consultant. Kenya Government National Committee on Educational Objectives and Policies, 1976.
 28. Consultant. Unesco. Methods and Analysis Division, Paris. 1974.
 29. Consultant. World Council of Churches, CCPD Division. (Geneva) 1974.
 30. Consultant. Education and Development. All Africa Conference of Churches, 1972.
 31. Consultant. Kenya Government Special Rural Development Evaluation Team, 1972.
 32. Consultant. Kenya Government Employment Mission, ILO/UNDP 1971/1972.
 33. Consultant. General African Programme. Urban Institute Montclair State College, Upper Montclair, New Jersey - 1969.
 34. Consultant. General African Programme. New Jersey Urban Education Corps, Camp Kilmer, Edison, New Jersey. 1969.
 35. Consultant. Urban Institute. Montclair College.
 - a) Reading Programme Evaluation. 1969.
 - b) Development of Social Science and Literary Materials for use in the TRY an Upward Bound Programmes 1969.
 36. Consultant. New Jersey Urban Education Corps. Development of Africa Materials and Training of Teachers Teaching History. 1969.

37. Consultant. New Brunswick Board of Education. Development of African Materials for use in Grades K-7th. Under contract to New Jersey Urban Schools Development Council. 1969.

Books Published/Edited/Contributing Author:

1. Akina: EALB. 1978.
2. Politics, Economics and Technical Training (with Martin Godfr EALB, 1976.
3. Hadith IX: B.A. Ogot (Ed) (Contributing Author) EALB. 1976.
4. La Civilization de la Femme dans la Tradition Africaine. Paris. Societe' Africaine de Culture. 1975 (Contributing Author).
5. To Break the Chains of Oppression. CCPD (Contributing Consultant), Geneva, WCC. 1975.
6. African Political Thought: A Reader (with S.W. Rohio) HEB. 1975.
7. Kenya: Politics, Policy and Society. EALB. 1975.
8. Weusi: Socio-Political Thought in African Literature Macmillan 1974.
9. The Executive in African Governments (with Bereket Sellassie) HEB. 1974.
10. Education, Society and Development: New Perspectives from Kenya. D.Ghai and D. Court (eds.) (Contributing author) Nairobi. OUP. 1974.
11. Creating the African University: Emerging Issues in the 1970s. T.N. Yusufu (Contributing author) Ibadan, OUP. 1973.
12. Black Aethetics: A. Gurr and P. Zirimu (eds.) (Contributing author) Nairobi, EALB. 1973.
13. Report of the Seminar for Members of the Kenya Public Service Commission. James Nti, (Contributing author) 1975.
14. The Literature of Africa: Joint Editor with Hans Zell, Barbar Abrash and Helen Silver. Africana Publishing Corporation, New York, 1971. HEB. London. 1971.
15. Topics and Afro-American Studies, edited by Henry J. Richards (Contributing author) Black Academy Press Inc. Buffalo, New York. 1971.
16. Messages: An Annotated Bibliography of African Literature for Schools. Montclair State College, New Jersey, 1970.

Articles Published:

1. "Sketches of Pariah and Pervenu". Forum. Spring, 1969.
2. "O'shango: Uses of African Literature", Social Studies Vol. 35, No.2. February 1970.
3. "Social Change and Pan Africanism", Black World, Vol. 19, No.10 August, 1970.
4. "Women in African Literature", East African Journal Vol. 8, No.3. March 1971.
5. "Fanon, Kathue and the Failure of the African Revolution" Black World. Vol. 20, No. 7. May 1971.
6. "Kenya Technical Education and Change", East African Journal, Vol. 8 August, 1971. and Presence Vol. VI, No.1, 1973.

7. "The Pariah Literati", Trans-Action, Summer, 1971.
8. "Zamani. Scholarship and the Uses of the Past". Social Studies, Summer 1971.
9. "Chicawa: The Politics of Education and Research Anglophonic African". African Scholar, Summer 1971.
10. "Perceptions of Social and Political Actors and Processes in African Literature", Journal of the New African and Literature and the Arts. Vols. 9 and 10. 1971.
11. "Notes on Spastic Montage of an Intellectual Broker". Busara. Vol. 4. No. 1, 1972.
12. "Tools are for People: Toward and Africanized Technology" The Ecumenical Review. Vol. XXIV, No. 3, July, 1972.
13. "Cleavage and the Organizational Bases of Politics in Kenya: A Theoretical Framework". Journal of East African Research and Development, Vol. 3, 1, 1973.
14. "Lara July", Busara, Vol. 4 No. 3, and 4, 1972.
15. "The Political Economy of Self-Help Harambee Institute of Technology" Canadian Journal of African Studies, Vol. 8, No. 1, 1974. (with E.M. Godfrey).
16. "Inter-tribal and Inter-ethnic Interaction". Journal of Literature and Society, Vol. 1, No. 2, 1973.
17. "Khamsin", Journal of Literature and Society, Vol. 11, No. 2, No. 2, 1973.
18. "Planning High Level Manpower and the African University. Association of African Universities Magazine, 1973.
19. "A note on Soyinka", Joe, September 1973.
20. "Economics, Politics and Education: Kenya's Harambee Institutes of Technology" Human Resources Research, Vol, 6, No.3, February 1975. (with Martin Godfrey).
21. "The Irrational as a System Control", Thought and Practice. Vol. 11, No. 1, 1975.
22. "African Perceptions of the Idea of Freedom and Revolution". Thought and Practice, Vol, No. 2, 1976.
23. "Kitui: The Ecosystem, Integration and Change". African Environment. Occasional Paper, Series No. 1976.
24. "Individualists go because they have no Institutionalized Roles". ASA Bulletin. April, 1979.

Editorial
Responsibilities:

1. Associate Editor for East Africa, Black Academy Review, Buffalo, New York.

2. Associate Editor for African Scholar, Washington D.C.
3. Deputy Editor, Journal of East African Research and Development, Nairobi Kenya.
4. Associate Editor, African Review, Dar es Salaam, Tanzania.

Papers Read:

1. Black Politics and the Crisis of Democratic Practice. Black Coalition of Scotch Plains, New Jersey, February 20, 1969.
2. The Politics of Black Education. New Jersey Association of Black Educators, Cleveland School. Newark, New Jersey, March, 11, 1969.
3. Blacks in African Literature, Seaton Hall, University Public Lectures, South Orange, New Jersey, March 19, 1969.
4. African Literature and the Black Revolution. Countee Cullen Library, Harlem, New York, March 25, 1969.
5. Racism and the Politics of Protest. Uppsala College Public Lectures, Orange, New Jersey, April 28, 1969.
6. The Political Role of the Black Educator. New Jersey State Social Studies Teachers Conference, Trenton, New Jersey, May, 16, 1969.
7. Apartheid and Civil Liberties in an International Context. U.N. Association of New Jersey Conference, Seaton Hall University, South Orange, New Jersey, May, 24, 1969.
8. Teaching African Politics: The Ideological Parameter. South African Heritage Studies Association Conference Federal City College, Washington D.C. June, 27, 1969.
9. The Politics of Studying African Politics. Lehman College Public Affairs Lecture Series, New York, July, 8, 1969.
10. Ousman Sembene's Commentary on Senegalese Politics. National Association of Black Artists Conference, New York, October 3, 1969.
11. Race as a Factor in International Politics. African Studies and Research Centre Public Lecture Series, Cornell University Ithaca, New York, October 14, 1969.
12. Political Uses of Africana. New Jersey Urban Educational Corps Black History Symposium, Camp Kilmer, Edison, New Jersey, November 3, 1969.
13. Mau Mauing as Politics of the Diaspora. Second Annual Conference of African and Afro-American Studies, Atlanta University, Atlanta, Georgia, December 4 - 6, 1969.

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14. Radical Materials in African Politics. North Carolina, Greensboro, North Carolina, February 19, 1970. 207.
15. The Politics of Education and Research in Anglophonic Africa. American Educational Research Association, Minneapolis, Minnesota, March 2 - 6 1970.
16. African and Black Studies, African Heritage Studies Association Conference, Washington D.C. May 1 - 2, 1970.
17. We Calibans: An Evaluation of the Diaspora on Returning. Africana Studies and Research Centre Public Lecture Series, Cornell University, Ithaca, New York, May 16, 1970.
18. The Karani Complex, Technological Education and Society. Proceedings of the East African Academy, Nairobi, Kenya September 13 - 15, 1970.
19. Ujadhilano: The Art of Political Commentary in Africa. United Kenya Club 1971.
20. Women in Rural Politics: A Report of the Machakos Pilot Study. Political Science Workshop, Molo Kenya, February 19, 1971.
21. Rural Women, Politics and Development. Institute of Adult Studies Conference on Rural Women and Development, Kikuyu Adults Centre, Kenya, March 3, 1971.
22. The Political Development of Kenya and Marginal Groups in Politics. Social Work Training Programme, Kenya Institute of Administration. Kabete, Kenya March 5, 1971.
23. Rural Politics in Kenya: The Organizational Structure. Danish Volunteer Programme, Arusha, Tanzania, March 19, 1971.
24. On Improving Rural Welfare: Notes Towards Matapolicy Conference on Improving Rural Welfare. Institute for Development Studies, Nairobi, Kenya. May 31 - June 3, 1971.
25. Technological change in Rural Development. Danish Volunteer Organization, Tengeru, Tanzania, June, 7, 1971.
26. African Politics in Literature, American Political Science Association, Chicago, Illinois, September 7 - 10, 1971.
27. Political Bases and Interpretation of Imaginative Literature. Nairobi Workshop and Colloquium on East African Literature, Nairobi, Kenya June 20 - 25, 1971.
28. Politics and Social Change in East Africa. Phelps Stokes Fund Seminar, Nairobi, Kenya, July 26, 1971.
29. Mwethya: The Socio-Historical Basis of Collective Action in Machakos District. The Historical Association of Kenya, Conference Nairobi, Kenya. August 1971.

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30. Rural Politics: Impact on Planning. Conference on Planning Evaluation and Implementation, Nairobi University and York University, Nairobi Kenya, July 15 - 17, 1971. 206.
31. Literature as Politics. Guest Seminar. Centre for Inter-Cultural Documentation, Cuernavaca: Mexico, August 20 - September 12, 1971.
32. Women and Harambee: Politics as the Quest for Status. Colloquim on the African Woman, Abidjan, Ivory Coast, December, 1971.
33. Towards a National Research Council: Policy and Composition. Workshop on the Co-ordination of Production, Dissemination and Utilization of Social Science Research Findings, University of Nairobi, January 20 - 22, 1972.
34. Science, Technology, Economic Growth and Social Justice: The African Perspective. Paper Prepared for the West African Conference on Science, Technology and the Future of Man and Society, World Council of Churches, March 24 - 20, 1972, Legon, Ghana.
35. The Politics of Land. Paper prepared for ILO/UNDP. Kenya Employment Mission, April/May, 1972.
36. Changing Roles of Women and Employment. Paper prepared for ILO/UNDP. Kenya Employment Mission, April/May, 1972.
37. Harambee and Employment. Paper prepared for the ILO/UNDP. Kenya Employment Mission, April/May, 1972.
38. Equity and Education (with P. Kinyajui). Paper prepared for the ILO/UNDP. Kenya Employment Mission, April/May, 1972.
39. Tourism and Employment. Paper prepared for the ILO/UNDP Kenya Employment Mission, April/May, 1972.
40. The African University: Issues for the Seventies. Paper prepared for the Association of African Universities Conference on the African University in Seventies. Ghana, July, 1972.
41. The Political Sociology of the Kenya Bureaucracy. EAUSSC. December 9 - 13, 1972, Nairobi.
42. Machakos: Intraethnic Political Evolution. EAUSSC. December 18 - 23, 1972.
43. Intellectual Channels and Alternative Futures. Makerere Golden Jubilee Writers' Workshop. University of Nairobi, December 18 - 23, 1972.
44. Cleavage and the Organizational Base of Politics in Kenya: A theoretical framework. EAUSSC. December 19 - 23, 1972.
45. The Political Economy of Self-Help: Kenya Harambee Institute of Technology (with Martin Godfrey), EAUSSC. December, 19 - 23, 1972.

46. Bureaucracy and the Developing Nation. Public Service Commission Seminar, Mombasa, November 25 - December 5, 1972. 209.
47. Intertribal and Interethnic Interaction in Kenya. NCCK Conference on race and Society, Limuru, November 1972.
48. Civic Education: Content and System: National Seminar on Adult Education. July 23 - 25, 1973.
49. Politics and Social Change: The Recent East African Parameters. Presbyterian Church of East African Committee for the Training of the Ministry. St. Paul's College, Limuru, July 30 - 31, 1973.
50. The Myth of Kericho: SRDP as an Experimental Approach. AASA/OLC Development from Below Seminar/Field Trip Addis Ababa, October 12 - 20, 1973.
51. Political Trends in East Africa Since Independence. A Comparative Study. University of Wisconsin Extension Seminar, Nairobi, August 8, 1973.
52. The Political Economy as a Constraint to Equitable Distribution. IDS Nairobi/IDS Sussex Seminar on Strategies for Increasing Productive Employment in African Countries. October - December, 1973.
53. The Myth of Kericho: Was SRDP Experimental ? IDS Nairobi/IDS Sussex Seminar on Strategies for Increasing Productive Employment in African Countries. October - December, 1974.
54. Education for Black Civilization. Society of the African Culture Seminar on Black Civilization. Paris July, 1973.
55. Food, Population and Rural Development in Kenya: Progress, Policies, Problems and Prospects. IAAE/UNFPA/FAO Seminar on the Inter-relationship between population, Food and Agricultural Development, Rome, December, 1975.
56. Ecology and Society: The Role of the Ecodevelopment Approach, HAK, Nairobi, August 1975.
57. The Black Hermit. An Interpretation. Paper for a High School Reader, January, 1975.
58. Some Sins of Omission in Kenya Urban Writing. Exhibit chapter, Lagos Black Arts Festival, March, 1975.
59. Alternative in Planning Arid Zones. Centre for International Studies. M.I.T. Cambridge, March 11, 1975.
60. Development Alternatives in Arid Areas. PASTAM/Midwest University Consortium for International Activities. Inc. Indiana University, November 17, 1976.
61. Development Research Theory and Methodologies: The Kenyan Case. Centre for Social Science Research, Howard University, December 7, 1975.
62. The Case against Detente. AACC Consultation on Liberation, Justice and Reconciliation, March 1976.

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63. Kitui: The Ecosystem, Intergration and Change. IDEP/UNEP/SIDA Seminar on Environment and Poorly Intergrated Societies in Africa. Mauritius, April, 2 - 20, 1976. 210.
64. African Perceptions of the Idea of Freedom and Revolution. African Regional American Studies Conference. University of Lagos, March 31 - April 3, 1976.
65. Educational Harambee: National Committee on Educational Objectives and Policies, May 1976.
66. Technical Training and Harambee Institute of Technology. National Committee on Educational Objectives and Policies, May 1976.
67. Kenya's Codified Ideology. National Committee on Educational objectives and Policies, May, 1976.
68. Creation of the Kitui Asomi. IDS Working Paper No. 304. October 1977.
69. Kitui Livestock. IDS Working Paper No. 305, October 1977.
70. Kitui Trade. IDS Working Paper No. 306, October 1977.
71. Kanduti: A Case Study. IDS Working Paper No. 307, October, 1977.

JAMES HERBERT OBASOCURRICULUM VITAE

BORN : 29, January, 1938 in KISUMU, KENYA.

PERMANENT ADDRESS : P.O. BOX 52916, NAIROBI, KENYA.

MARITAL STATUS : Married in 1960 and at present with 4 children 2 boys and 2 girls born in the years 1960, 1961, 1963 and 1968 respectively.

PRIMARY EDUCATION : 1945 - 1954 at Maseno, Awasi and Lwanda Primary Schools.

SECONDARY EDUCATION : 1955 - 1958 at C.M.S. Maseno High School and had a 3rd Division Pass in Cambridge School Certificate end 1958.

TEACHER TRAINING : 1959 - 1960 at Siriba Teacher Training College Maseno for Primary School Teacher Training.

UNDERGRADUATE STUDIES : 1964 - 1968 at Makerere University College Kampala, Uganda for a B.A in Economics and Sociology.

COURSES TAKEN :
1. Economic Theory I
2. Economic Theory II
3. Economic History
4. Agriculture & Industry in E.A.
5. Sociological Theory
6. Social Structure - Eastern Africa.
7. Social Psychology
8. Methods of Social Investigation-Research.

GRADUATE STUDIES : 1968 - 1970 at Cornell University, Ithaca, New York for a Master of Science in Organizational Behaviour and Public Administration.

COURSES TAKEN :
1. Organizational Behaviour I (Psychological).
2. Organizational Behaviour II (Sociological).
3. Design and Administration of Training Programmes.

4. Manpower Economics.
5. Manpower and Organization Management.
6. Manpower Policy and Development.
7. Personnel Administration and Human Relations.
8. Human Relations in Administration.
9. Management of Public Agencies I-Parastatal
10. Management of Public Agencies II-Parastatal
11. Research Methods.
12. Industrialization and change in Africa.
13. M.S. Thesis on:
"High-level Civil Service Training in Kenya".

WORK EXPERIENCE

1. Primary School Teacher, January 1969 - August 1961 at Maseno Primary School.
2. Secondary School Teacher, August 1961 - April 1961 at Maranda Secondary School.
3. Instructor (English) at the Government Training Institute Maseno April, 1962 - June 1964.
4. Lecturer, Department of Public Administration at the Kenya Institute of Administration (K.I.A.) March 1968 - September 1968.
5. Lecturer/Senior Lecturer, Department of Public Administration at the K.I.A. June 1970 - August 1973.
6. Head of the Department of Public Administration at the K.I.A. August 1973 - July 1977.

Duties as Head of the Department of Public Administration included the supervision of the designing and administering of Administrative and Management Training Programmes to Senior Officers from the Public Service and the Private Sector. The various groups of Officers included rural professional administrators and senior bureaucrats from Nairobi and other Provincial Headquarters. The Officers who attended courses at the K.I.A. regularly included, among others, District Commissioners, Provincial Administrative Officers, District Administrative Officers, all the above being professionals, drawn from the Police, Health, Engineering, Agriculture, Social Work, etc.

7. Under Secretary in charge of staff Development at the Directorate of Personnel Management in the Office of the President, July 1977 - May 1979.

Duties included the co-ordinating of Training Programmes in all Government Ministries and the determining of Training needs for various groups and professions in the Civil Service. As Under Secretary in the Office of the President, and Principal of the Government Training Institute Mombasa, I was, in addition to my routine duties, in charge of organizing seminars, conferences and workshops. In all these, I took a leading professional role in designing and administering of the training programmes. Some special ones of these training programmes included the following:-

- i) Kenya's National Leaders' Conference of January 1978 where the participants included the Vice-President of the Nation, Cabinet Ministers, Members of Parliament, Permanent Secretaries, Provincial and District Commissioners. I was one of the leading 4 people who participated in the planning and administering of this conference. The objective of the 3-day conference was to give Members of Parliament and top Public Servants the unique opportunity to interact in a group discussing public issues face-to-face, and to help facilitate their developing a common approach towards the administrative solution of development problems.
- ii) From 1977 - 1979 I continued conducting the East African Staff College Seminars when the East African Community collapsed. Participants to these seminars were Under - Secretaries and Heads of Departments at that level. These also included Officers of equivalent seniority from parastatal organizations. The content of these Staff College Seminars covered Management with emphasis on policy analysis.
- iii) In 1979 I was in charge of 2-week top workshops for Deputy Secretaries. The objective of the workshops was to critically examine and analyse existing policies and practices in today's work content, with a view to making any appropriate recommendations for practical change, in the public service.
- iv) In 1980, I participated in a series of lectures to Councillors from all the local Authorities in Kenya. The objective of these national seminars, run on Provincial basis, was to enable the Councillors to discuss among themselves, exchange ideas and to make recommendations both to their Councils and to the Central Government on how to revitalize the performance and effectiveness of the local Authorities.

8. SPECIAL AREAS OF PROFESSIONAL EXPERIENCE SINCE 1968

My practical work has been in the areas of designing and administering Training Programmes for Senior Management and Administrative Officers who have attended such courses, seminars, conferences, workshops and other types of programmes have included District Officers, District Commissioners, Assistant Secretaries, Senior Assistant Secretaries, Under Secretaries, Senior Assistant Secretaries and Senior Executive Officers from the Private Sector and Parastatal Organizations, Agricultural Officers, Police Officers, Youth and Student groups. Between 1974-1977 I participated in induction workshops for Swedish experts when they newly arrived in Kenya for their tours of duty.

In addition to the designing and administering of Training Programmes I am personally basically interested in lecturing in Management with emphasis on the behavioural aspects, Public Administration, Development Administration and General Management.

9. RESEARCH AND WRITING

I have had an interest in research and writing but my routine work in training has not enabled me to do any considerable amount of research and writing I have however, written several papers as part of my local training materials and a pamphlet publication through the Government Printer on "Why money gets returned to the Treasury", 1975..

10. Retired while the Principal of the Government Institute, Mombasa under the Directorate of Personnel Management, Office of the President, on the 24th August, 1980. The institute was new and I was the first Principal since its being started in July, 1978.

Duties included overall administration of the Institute the supervision of design and administration of training programmes in Accountancy, Management and Business Administration.

The Institute at the time had a lecturing staff of 20 and I had worked on plans to have that increased to about 60, subject to Treasury approval.

Students in residence were 210 while non-residents were 250. Non-resident students were those attending evening classes for professional courses in Accountancy and

Secretarial Practice.

I had already started encouraging the lecturing staff to engage in Training Consultancy and a few of the courses the Institute was getting to engage in on a routine basis were a follow-up of such consultancies by the lecturers. This was now an area I had planned to develop and to use as a basis for general organization personnel and management consultancy; a function that I intended to develop for the public service and which was to be based on a Research Department to be started at the Institute.

11. Manpower Development Manager with Kenya Shell and BP Kenya Limited since November, 1980.

My duties have included:-

- i) Design and Administration of Training Programmes.
- ii) Co-ordinating of Company training for courses run in Kenya, and Overseas. Company training activities are undertaken in conjunction with training experts from London.
- iii) Development of career plans for respective professional groups in the Company, e.g. Engineers, Salesmen, Accountants, Personnel, Data Processors and General Management.
- iv) Coordinating of Company recruitment in collaboration with Divisional Managers.
- v) Undertaking any other special tasks as may be assigned by the Personnel Manager in the areas of General Management, organizational design and change, and any other related areas.

12. UNITED NATIONS RELATED ASSIGNMENTS.

- i) Co-trainer for ECA Trainers' Workshop in Kenya at the Kenya Institute of Administration (KIA) 1972.
- ii) Following the above ECA Training of Trainers' Workshop, a Kenya National Trainers' Association was formed and I was elected and served as the National Secretary from 1973 - 1976.
- iii) Wrote a paper while Head of the Department of the Public Administration at the KIA, for the Development Administration and Finance Division of the UN.

on 'Policy Development and Analysis in Kenya',
in 1976.

- iv) I was invited by the UN Development Administration and Finance Division, to participate as a UN expert in a Conference on "Policy Development and Analysis", held at UN Headquarters in New York, December 1979.
- v) Participated in an ECA sponsored Trainers' Conference held in Addis Ababa where the 'African Association for Training and Development' was formed and I was elected the Vice-Chairman for Eastern and Southern Africa region, 1977-78.
- vi) I was elected Secretary to the Kenyan Chapter of the African Association for Public Administration and Management (AAPAM) in 1978.
- vii) Participated in a Conference at the Eastern and Southern African Management Institute (ESAMI) and wrote a joint-paper on challenges of Institutional Administrative Training in Eastern African 1976. Major objective of the conference was to map-out ESAMI's path for development in the immediate future.
- viii) Participated in a Conference with similar objectives to the above and wrote a paper on 'An Over-view of Management Training in the Private Sector in Kenya'.
- ix) Institution Building experience was gained in long service at the KIA as Lecturer and as Head of the Department of Public Administration, and in establishing a new Government Training Institute at Mombasa, in Kenya. Action and experience in these areas was based on invaluable experience gained during interaction with various UN and other international experts and professionals.
- x) Training Methodology was learnt in formal and basic professional and academic training at Institutions and Universities.
- xi) Took part in a CAFRAD Conference to set an African Management Consultancy Network' that was held in Tangier, Morocco, 1974.
- xii) Senior Management Development programmes has been my area of professional activity since I joined the Civil Service in 1962. In the mid 70s and early 80s I was designing and administering training and manpower

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development programmes in the Civil and Public Service at the top levels for Permanent Secretaries, Deputy Secretaries, Under-Secretaries and equivalent levels in Parastatals and the Private Sector.

xiii) Acted as Consultant to the World Bank team that came to set KESI - Kenya Education Staff Institute) which is responsible for Administrative and Management Training of Professional Education Administrators. My main professional role was the design of the curriculum for KESI.

xiv) Acted as Consultant to an AID Team of Consultants evaluating the Egerton Agricultural College in Kenya 1984.

13. Lecturer at the University of Nairobi, at the College of Adult and Distance Education.

14. Managing Director of:-

Professional Training Consultants,
P.O. Box 14822,
NAIROBI.

TELEPHONE: 744001/744042 NAIROBI-KENYA.

JAMES HERBERT OBASO

CURRENT & PAST PROFESSIONAL POSITIONS THAT
HAVE BEEN HELD IN VARIOUS ORGANIZATIONS

1. Secretary (National), of the Trainers' Association (Kenya) since 1972.
2. Vice-Chairman, Eastern Africa, of the African Association for Training and Development from 1974 to 1979.
3. Examiner and Moderator with the East African Examination Council since 1975 on:-
 - (i) Public Administration (moderator only on this).
 - (ii) Principles of Administration.
 - (iii) Business Administration.
4. Examiner and Moderator with the Public Service Commission (Kenya) from 1972 to 1977 on:-
 - (i) Theory and Practice of Government.
 - (ii) Logic and Report Writing, for Administrative Officers' Examinations.
5. External Examiner with the Faculty of Commerce of the University of Nairobi for the year 1977.
6. Consultant with the African Centre for Research and Training in Administration for Development (CAFRAD). The Consultancy Teams are expected to operate on request from various African Governments. My personal contribution would particularly be on Training, and generally on Personnel Management and General Management.
7. Co-trainer with experts in Training from The Economic Commission for Africa, since 1971 covering the areas:-
 - (i) Training
 - (ii) Training Associations
 - (iii) Manpower and Personnel Development
 - (iv) Public Administration
8. Vice-Chairman from 1976 to 1977 of the Training and Education Committee of the Kenya Institute of Management, which trains mainly for the Private Sector.

9. Part-Time Lecturer in Public Administration with St. Lawrence University N.Y. during the under-graduate Semester they run in Nairobi annually, for the years 1974 - 1976.

10. Lecturing:-

I am regularly invited to give lectures on Management/Administration by various Kenya Government Ministries and Departments, the Private Sector, the University of Nairobi, various Associations and other organizations. These have been since 1970.

11. Training Consultancy:-

I am also often consulted and requested to advise on Strategies for setting up training and personnel development programmes since about 1972.

12. Participated in the Expert Group 'Meeting on 'Methodologies of Policy Analysis' at the UN Headquarters N.Y. December 1979 and wrote a paper on 'Policy analysis and Development in Kenya'.
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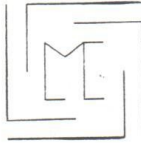
ADDITIONAL EXPERIENCE

My experience in designing and administering training programmes has been varied and very extensive. I have had practical experience in organizing courses including doing actual instruction to very senior officers in Government and Parastatal Organizations up to and including the levels of Permanent Secretaries and Managing Directors. That kind of exposure has given me a lot of data that would be necessary and relevant as basis for designing and administering consultancy services in Management and Administration. While doing this kind of work in Kenya, I have through organizations like CFRAD (a UN Centre for Research in Administrative Training for Development based in Tangier, Morocco), the Economic Commission for Africa and other African Institutes, been in touch with trainers and managers from other African countries. This has given me the feel of what the practical situation is in several other African countries outside Kenya.

J.H. OBASO

28th July, 1980.

Lurijos Management Consultants Limited Staff



LURIJOS MANAGEMENT CONSULTANTS LTD.
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CURRICULUM VITAE

PERSONAL DATA

Name : CLARVIS J.H. JOSEPH
 Address : Coolidge, Antigua & Barbuda
 Telephone : Business: 809-462 4265/0545
 Residence: 809-462 3165
 Citizenship : Antigua & Barbuda
 Marital Status : Married
 Place of Birth : St. John's, Antigua
 Date of Birth : November 29, 1942

STUDIES, CERTIFICATION AND ACADEMIC DISTINCTIONS

1974 Principles of Testing
 Harbridge House International, Boston, MA
 1973 Training of Trainers
 General Management Principles
 Harbridge House International, Boston
 1972 Management Training Methodology
 Organization Development
 American Society for Training and Development
 1970 - 1971 Legal Studies (LL.B Programme)
 University of Guyana
 1965 B.A. (Spec.) Honours, University
 of the West Indies, Mona, Jamaica
 1962 - 1965 Undergraduate Studies, University
 of the West Indies, Mona, Jamaica
 1960 Cambridge University
 Higher School Certificate
 1958 Cambridge University
 Senior School Certificate
 1953 - 1960 Antigua Grammar School, St. John's, Antigua

Directors: Clarvis J.H. Joseph B.A., Vincent A. Richards, Ph.D.

PROFESSIONAL EXPERIENCE

1979 - Current Director and Senior Management Consultant
Lurijos Management Consultants Limited, Antigua

1981 - 1983 Management Training Advisor, Organization
of East Caribbean States, Antigua

1978 - 1979 Consultant, East Caribbean Common Market,
Antigua Consultant, United States Agency for
International Development, Bridgetown, Barbados

1975 - 1978 Chief Training Officer, Government of Antigua

1974 - 1975 Organization Development Officer, Guyana
Bauxite Company

1971 - 1975 Management Training Officer, Guyana
Bauxite Company

1972 - 1975 Secretary/Director, Tasty Products Limited,
Guyana

1970 - 1971 Inspector of Archives, Government of Guyana

1969 - 1970 Teacher, Kingston College, Kingston, Jamaica

1966 - 1969 Teacher, Anna Regina Government School, Guyana

1965 - 1966 Teacher, Antigua Girls High School,
St. John's, Antigua

1961 - 1962 Teacher, Pilgrim High School,
St. John's, Antigua

RELATED EXPERIENCE

1985-Current Director, Caribbean Resorts Limited, St. Kitts

1984 - 85 President, Antigua Cricket Association

1983 -Current Director, A. Fother-Austin & Associates,
Houston, Texas

1981-Current Director, Brother B's Enterprises Limited, Anu

1980-Current Director, Antigua, Caribbean Training Institute

PROFESSIONAL AFFILIATIONS

Member, Guyana Institute of Management

Member, American Society for Training and Development

OTHER AFFILIATIONS

Member, Antigua Cricket Association

Member, Antigua Football Association

CLARVIS J.H. JOSEPH

SELECTED PROJECT ACTIVITIES

1982-USAID/
CARICOM

Evaluation of Caribbean Community USAID Funded Individual Training Grants Project. Activity involved the Assessment of the Management of the Project along with the Project's Impact on the Recipient Countries.

1982-83 OECS

Established and Manage a Training Unit within the OECS - Economic Affairs Secretariat. Principal Responsibility for a four (4) Person Team of Trainers Delivering Middle Management Training to the Civil Service of the Seven OECS Member States. Design and Conduct Management Training for Top Managers of OECS Member Countries' Civil Services. Recruit and Manage Team of Consultants to Assist in Conducting Training.

1983-DATE

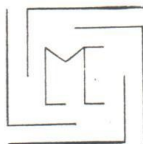
Caribbean Association of Industry and Commerce - Design and Conduct Top Management Training Programs for Private Sector Company Managers in St. Lucia, St. Vincent, St. Kitts, Guyana.

1984

Caribbean Council for the Blind - Conduct Study to Determine Areas in which Blind and Other Handicapped Persons Might Become Involved in Income Generating Projects. Developed Project Profile for Small Business Ventures in St. Lucia, Jamaica, Barbados, Guyana and Aruba, Netherlands Antilles.

1985

Inter-Agency Resident Mission (joint World Bank, IMF, UNDP Technical Support Unit). Training and Manpower Development Consultant to Assist Commonwealth of Dominica in an Organization and Methods and Manpower Study Leading to a Re-organization of Establishment, Personnel, and Training Functions in the Central Government.



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CURRICULUM VITAE

PERSONAL DATA

Name : VINCENT A RICHARDS
 Telephone : Business: 809-462 4265/0545
 Residence: 809-462 2855
 Citizenship: : Antigua & Barbuda
 Marital Status : Married
 Place of Birth : Sweetes, Antigua
 Date of Birth : November 16, 1945

STUDIES, CERTIFICATION AND ACADEMIC DISTINCTIONS

1976 Inter-American Foundation Post-Doctoral Fellowship
 1975 Ph.D., Economics, Cornell University, Ithaca, New York
 1973 M.A., Economics, Cornell University
 1971-1975 Graduate Studies, Cornell University
 1971 M.A., Economics, Carleton University, Ottawa, Canada
 1970 B.A., First Class Honours, Economics and History,
 Carleton University
 1970 James A. Gibson Scholarship, Carleton University
 1967-1971 Undergraduate and Graduate Studies, Carleton
 University
 1967 Canadian Government (CIDA) Scholarship
 1964-1967 Independent Study
 1966-1967 London University General Certificate of Education,
 Advanced Level - Economics, History, British
 Constitution
 Ordinary Level - Economic History
 1963 Cambridge University, School Certificate and General
 Certificate of Education, Grade 1 with distinction
 in Mathematics, 7 subjects Ordinary Level

1961-1963 Princess Margaret Secondary School, St. John's,
Antigua

1961 Antigua Government Scholarship

PROFESSIONAL EXPERIENCE

1979-Current Vice President and Senior Economic Management
Consultant, Lurijos Management Consultants
Limited, Antigua

1978-1982 Country Director-Antigua, ACT, Port-of-Spain,
Trinidad & Tobago

1978-1980 Adjunct Research Associate, Program on Participa-
tion and Labor-Managed Systems, Cornell Uni-
versity, Ithaca, New York

1978 Jan-Apr Consultant, Food and Agriculture Organisation of
the United Nations, Port-of-Spain, Trinidad &
Tobago

1976 Sep- Visiting Research Fellow, Institute of Social
1977 Sep and Economic Research, University of the
West Indies, Mona, Jamaica

1976 Jan-Aug Visiting Assistant Professor of Business
Economics and Public Policy, School of Business,
Indiana University, Bloomington, Indiana

1975 May-Aug Lecturer in Economics, Department of Economics,
Cornell University, Ithaca, New York

1974 Sep- Lecturer in Caribbean Studies, Africana Studies
1975 Dec and Research Center, Cornell University, Ithaca,
New York

1973 May-Aug Lecturer in International Economics, Carleton
University, Ottawa, Canada

1972 May-Aug Lecturer in International Economics, Carleton
University, Ottawa, Canada

1971 May-Aug Research Associate, Ottawa Research Foundation,
Ottawa, Canada

1964 Apr- Teacher, Hill Secondary School, St. John's,
1967 Jul Antigua

RELATED EXPERIENCE

| | |
|--------------|--|
| 1982-Current | Chairman, Microcom Limited, Antigua (diversified computer services firm) |
| 1982-Current | Director, Global Travel & Tours Limited, Antigua (travel agency and tour operator) |
| 1983-Current | Corporate Secretary, Linton Mark Contractors (Antigua) Limited (mechanical and civil construction company) |
| 1983-Current | Member, Antigua & Barbuda National Examinations Committee (advisory body to Minister of Education on matters relating to secondary education and the Caribbean Examinations Council) |
| 1983-Current | Member, Financial Advisory Committee, Antigua Conference of the Moravian Church |
| 1983-Current | Member, Socio-Economic Development Committee of the Cana /Gracehill Moravian Churches, Antigua |
| 1979-1980 | Member, National Census Advisory Committee, Antigua (Technical advisory committee appointed by Minister of Finance to advise Census Office in the planning and execution of 1980 Census) |

SELECTED CONFERENCE/SEMINAR/WORKSHOP PAPERS

| | |
|----------|---|
| 1981 Nov | The Antigua & Barbudan Economy: Trends and Prospects, Caribbean Conference of Churches/University of the West Indies, Antigua Centre Public Lecture Series on the Post-Independence Prospects of Antigua and Barbuda, St. John's, Antigua |
| 1978 May | Tourism and Agricultural Development in Antigua, Conference on Decolonization and Development in the Caribbean, Center for Inter-American Relations, New York |
| 1976 May | The Benefits of Coordinated Multi-Country Planning in the East Caribbean Common Market, Canadian Economics Association Annual Meetings, Quebec |
| 1975 Apr | Worker-Managed Enterprises and Rural Transformation in the Caribbean, FAO/UN Workshop on Agriculture and Rural Transformation, Dominica |

- 1973 Apr Financing of Labour-Managed Enterprises, Seminar on Economics of Self-Management, Program on Participation and Labor-Managed Systems, Cornell University, Ithaca, New York
- 1970 Nov Development Prospects in the Commonwealth Caribbean, Conference on Latin American Development Prospects, School of International Affairs, Carleton University, Ottawa

PUBLICATIONS

- 1983 Decolonization in Antigua: Its Impact on Agriculture and Tourism, Paget Henry and Carl Stone (editors), The Newer Caribbean: Decolonization, Democracy and Development, Institute for the Study of Human Issues, Philadelphia
- 1982 The Antigua and Barbudan Economy: Trends and Prospects, Antigua & Barbuda Forum, Volume 1, Number 1, September
- 1982 (with Allan N. Williams) Institutional and Economic Aspects of the Jamaican Sugar Cooperatives, Derek C. Jones and Jan Svejnar (editors), Participatory and Self-Managed Firms: Evaluating Economic Performance, Lexington Books, D.C. Heath and Company, Lexington, Massachusetts
- 1981 The Role of Agriculture in the Economic Development of Antigua & Barbuda, Bulletin of Eastern Caribbean Affairs, Volume 7, Number 5, November/December, Institute of Social and Economic Research, University of the West Indies, Cave Hill, Barbados
- 1975 A Multi-Country Planning Model for the East Caribbean Common Market, Program on Technology Policies for the Developing Nations, Center for International Studies, Cornell University Ithaca, New York
- 1973 Development Prospects in the Commonwealth Caribbean in the 1970's, D.A. Pollock and A.R.M. Ritter (editors), Latin American Prospects for the 1970's, Praeger Publishers, New York

SELECTED UNPUBLISHED PAPERS

- 1976 On The Wealth Effect in the Canadian Economy.
- 1972 A Model of the Jamaican Monetary Sector: A Preliminary Specification.
- 1971 The Composition of and Demand for Canadian Imports.
- 1971 Some Welfare Economic Aspects of the International Flow of Human Capital.

PROFESSIONAL AFFILIATIONS

Member, American Economic Association

Member, Canadian Economics Association

Member, Econometric Society

REFERENCES

- Dr. Peter Miovic, Chief, International Trade & Capital Division, Economic Analysis & Projections Department, The World Bank, 1818 H Street, N.W. Washington, D.C. 20433, U.S.A. 202-334-8395
- Mr. Gerry Hilderbrand, Caribbean Program Director, International Voluntary Services, Inc, P.O. Box 574 Long Street, St. John's, Antigua 809-462-1381
- Dr. Allan N. Williams, Executive Director, ACT, 16 Queen's Park East, Room 15 Port-of-Spain, Trinidad & Tobago 809-624-2142

APPENDIX B. Qualifications of the Firms

Management Systems International



233.
UNITED NATIONS
ECONOMIC
COMMISSION
FOR AFRICA:
PROJECT
MANAGEMENT

The United Nations Economic Commission for Africa is mandated to assist member governments to implement the Lagos Plan of Action for the economic development of Africa. The Commission has operational responsibilities for regional economic and social development projects thru its role as an executing agency of the UNDP. In collaboration with member governments, the Commission conducts feasibility studies, appraises, coordinates, and implements regional projects.

Under contract to the UNECA, MSI provided two Management Consultant/Trainers to design and conduct Project Management Workshops for 46 top managers and project officers. The workshops focused on concepts and practices for project objectives, managerial responsibility and project execution.

Client: Prof. Adebayo Adedeji
Executive Secretary
UN Economic Commission for Africa
Africa Hall, P.O. Box 3005
Addis Ababa, ETHIOPIA

Period of Performance: July-August, 1982

Final Report: Management Training for the U.N. Economic Commission for Africa



U.S. PARTICIPAN
TRAINING
IN MANAGEMENT

At any given time, there are approximately 5000 officials from developing countries participating in U.S. academic and technical training programs lasting from a few weeks to several years. Most of these participants return to their home countries to fill middle and senior level managerial and administrative positions. Little of their U.S. training, however, has given them the managerial skills which their jobs demand. What can be done to expose some or all of these officials to basic management practices and methods? How can management skills join this curriculum?

Under contract to the Office of International Training of the U.S. Agency for International Development, MSI recommended strategic options to expand participant training in management. Our survey research identified a strongly felt but poorly met need among participants for management skills training. The final report sets out nine recommendations to increase the impact of participant training.

Client: Office of International Training,
Agency for International Development

Project Officer: Dr. Raga Elim
202/235-1885

Period of Performance: March-August 1982

USAID/Niger has been involved in a multi-donor effort to upgrade the Institut Polytechnique de Developpement Rural (IPDR) since 1979. The Institute located at Kolo is responsible for training all middle level agricultural extension technicians used by the Ministry of Rural Development. USAID's participation has focused on the upgrading of the socio-economic unit at IPDR through technical assistance and training construction of classrooms, a materials reproduction unit and, new administrative buildings, and provision of lab equipment.

MSI provided the evaluation specialist to assist AID in carrying out a major assessment of the sector. This individual was responsible for fulfilling all of AID's evaluation requirements, including preparation of the project evaluation summary and an evaluation report with implementation recommendations for the rest of the project life.

Client: U.S. Agency for International Development

Project Officer: Victor Barnes
(202)632-8826

Period of Performance: October - November, 1983

In Egypt, AID is supporting an ambitious program of decentralization and infrastructure development. This program is called Basic Village Services (BVS) and aims to provide, at a cost of several hundred million dollars, improved roads, waterworks, canals and sewage systems throughout rural Egypt. The program also aims at strengthening the capacity of local village organizations to identify, plan, and manage the projects necessary to provide and maintain the needed infrastructure.

As part of its long-term assistance to the BVS program, AID is identifying a number of senior administrators, engineers and trainees to come to the United States for intensive three month training programs.

MSI was contracted to assist in providing the first U.S. based training program for Egyptian officials, financed under the BVS program. MSI's contribution focused on assisting these participants to acquire and apply basic management and planning techniques and to develop individual projects and action plans to be implemented upon their return to Egypt.

Client: USDA, Graduate School

Project Officer: Mike Marquardt
(202) 447-7476

Period of Performance: November - December, 1983



USAID is funding a five year project to assist the Organisation pour la Mise en Valeur du Fleuve Gambie (OMVG) in building its planning capacity. The main components of the project are institutional and technical support to the OMVG through technical assistance and training, socio-economic and environmental baseline studies of the river basin and complete aerial photography and topographic maps of the basin. A mid-term evaluation was conducted in March - May 1984 to make recommendations for adjustments to project implementation.

MSI provided an evaluation specialist to analyze the institutional capacity of the organizations participating in OMVG. These included the OMVG Secretariat, Member State Ministries, technical assistance institutions and AID project management. The specialist assisted the team leader in planning the presentation of the evaluation results in the final report as well as completing an analysis of all aspects of institutional capacity. Field visits in Senegal and the Gambia were included in the evaluation process.

Client: River Basin Development Office
USAID/Dakar

Project Officer: Lewis Lucke

Period of Performance: March - May 1984

The River Basin Development Office of USAID/Senegal contracted with MSI to provide technical assistance in evaluating the institutional capabilities of the Senegal River Basin Authority (OMVS). MSI's evaluator worked closely with USAID and OMVS personnel in Washington, Senegal, and Mauritania. A report incorporating his findings and recommendations was then prepared for inclusion in the revised Project Paper for the Senegal River Basin Planning and Policy Development Project.

Specific tasks included in this analysis were:

- o A review of existing literature on institutional policy and issues;
- o An assessment of directorate personnel and training plans, and recommendations for strengthening them;
- o Interviews with key personnel from the OMVS Directorate, its operating divisions, and member states;
- o An analysis of the OMVS institutional infrastructure, and the degree of coordination and cooperation among its divisions;
- o A review of current and proposed institutional development plans and recommendations for their improvement.

Client: River Basin Development Office
USAID
Dakar, Senegal

Project Officer: Vito Stagliano

Period Of Performance: November-December
1994

MSI is serving as a major sub-contractor to the New TransCentury Foundation (NTF) in carrying out a 5 year, \$9 million effort to strengthen PVOs and small enterprises in the Sine Saloum Region of Senegal.

NTF requested MSI, as part of its involvement in the project, to develop and implement a comprehensive monitoring and evaluation system for the project. Viewing this as a special opportunity to practice what we preach, MSI developed and instituted a "model" program designed to provide project implementors, local organizations and AID with timely information related to operational decisions, accountability and (if appropriate) project redirection. Among the special features of the system are its extensive use of regular (and institutionalized) reporting as a source of management information, its analysis of the financial viability and sustainability of individual project components, its ability to monitor impact on an annual basis, its procedures for integrating physical and financial monitoring of the project, and its focus on information utilization by all parties involved in the project.

Dates: October, 1985-February, 1986

Client: New Transcentury Foundation

Project Officer: Bonnie Ricci

Telephone: (202) 328-4400

Senegal:
Small Enterprise
Development Program

The field of small enterprise development and private sector expansion is a large and growing concern of the Government of Senegal and the USAID program in Senegal. As part of their efforts to address this concern, AID has launched an ambitious program to assist small businesses and local non-governmental organizations in the Kaolack and Fatick regions of the country.

Based on a competitive procurement, AID selected MSI and The New TransCentury Foundation to carry out this \$9M 5-year project. MSI is specifically responsible for the small enterprise and training components of the project and is providing two long-term staff members and a "package" of short-term technical assistance in these areas.

Client: U.S. Agency for International Development
(USAID/Dakar)

Project Officer: William Anderson
USAID/Dakar

Period of Performance: July, 1985 - December, 1989

MUTISO CONSULTANTS LTD.

District Focus and Financing Kitui Arid and Semi-Arid Program - Louis Berger/USAID. This consultancy involved extensive research on ways donor funds could be moved into the District Focus Planning Framework, particularly when implementation of projects was contracted to external agencies. The output was a financial management plan for implementing agriculture programs in a specific district. (1983)

Food Distribution - Accelerated Development Program - UNICEF. This consultancy involved field work in four districts (Meru, Embu, Machakos, Kitui) to identify seed needs, and under-five feeding needs. Outputs were a plan for distribution of seeds, rehabilitation of district transport and planning and operationalizing an under-five feeding program in the four districts. (1984)

Commodity Imports - SIDA. The consultancy entailed research on commodities which were in demand at low income levels and which could become part of Swedish grant aid to Kenya. The outputs were a report to SIDA recommending commodities in health, agriculture, cooperatives and commercial sectors. (1984)

Honey Exports - Private Company. This consultancy involved identification of honey producer areas and production estimates nationally, evaluation of processing capacity, and quality control. The output was a report on honey availability and quality for export. (1984)

University/Industry Manpower Linkages - UN/Economic Commission for Africa. This consultancy involved evaluation of the training systems of two Harambee institutes of Technology with respect to meeting local industrial needs and further investigation on possibilities of Harambee

Institute graduates receiving university level upgrading. The latter involved study of spare capacity at University level and investigation of possibilities of special courses and exchanges being mounted for industry specific needs. (1984)

Non-Governmental Organizations in District Development - Machakos District Development Committee/Mennonite Central Committee. This consultancy requested by Machakos DDC Committee, inventoried all NGO activity in Machakos, including projects' budgets, personnel, sector concentrations and geographical spread. Its output was a report showing sectors and techniques NGOs could use to be relevant within the specific needs of the district, policy options for the DDC with respect to NGOs and a planning framework for both DDC and NGOs. (1985)

Agroforestry Project Evaluation - Mazingira Institute. This consultancy involved evaluation of an agro-forestry project straddling different ecological, cultural, and economic zones in Kajiado, Machakos, Embu and Nyeri districts. Outputs were a report on field methodologies, management capacities, and alternatives in the agro-forestry system content. (1985)

Busia Rural Housing Improvement Project - Mazingira Institute. The task entailed research on and setting up a framework for implementing a rural poor housing improvement system in Busia District, which would pull in harambee elements, an NGO donor, a constituency development committee and the cooperatives in the area. Elements of the proposed plan called for establishing a tree growing subproject for building poles, a new energy saving brick-making system, credit to the very poor (without security) and cooperative credit. (1985)

Community Based Distribution Program Manual - Maendeleo ya Wanawake/Pathfinder. This consultancy called for developing a detailed program manual which would be used as a vehicle for management of community based distribution of contraceptives by the national women organization. (1985)

The manual was also to be used for more detailed program supervision and forward planning of commodities demand.

National CBD Plan Proposals - NCPD/Pathfinder. This consultancy called for developing research proposals for the National Council on Population and Development on how to

take NGO experience in CBD and arrive at a national system. The proposals were for purposes of seeking donor program support. (1985)

Innovative Development Approaches - Voluntary Agencies Development Assistance/International Institute for Rural Reconstruction - USAID. This consultancy called for development of training materials and participation in the training, including fieldwork, of NGO middle management personnel on bottomup development strategies. (1985)

M W A N I K I ASSOCIATES (The M.A. Consulting Group)

Carrying Capacity Study

The Group participated in carrying out a study on "carrying capacity" of Kenya sponsored by UNESCO, FAO and the Institute of Applied Systems Analysis. The work involved the construction of a data base for an ECCO (Enhancement of Carrying Capacity) model relating population, food, and energy requirements in various growth scenarios.

NATIONAL GOVERNMENT ORGANIZATIONS

Working Party on Government Expenditures

Mr Mwaniki was a consultant to the Presidential Commission set up to examine broad issues of economic policy and management in Kenya. The consultancy involved an analysis of parastatals, government investments, budgetary issues and specific monetary and fiscal policies.

Non-Bank Financial Institutions

The consulting assignment was carried out for the Ministry of Economic Planning and Development aimed at producing a working document for a study on non-bank financial institutions in Kenya.

Horticulture Development in Kenya

A study on horticultural development in Kenya for the Kerio Valley Development Authority was carried out in 1983. The M A Consulting Group was sub-contracted to study aspects relating to the domestic and export markets for Kenya's horticultural products.

The M A Consulting Group's part of the study involved the analysis of supply and demand trends domestically and globally for fresh and processed horticultural products. Among the aspects studied were export prices, costs, competition, market channels and infrastructure. The study and analysis was followed by projected demand globally and projected potential supply of these products by Kenya and other competing countries. The results of these analyses were used to make recommendations on the marketing strategy that the Kerio Valley Development Authority could adopt in order to promote production and marketing of horticultural produce from its area of operation.

PRIVATE COMMERCIAL ORGANIZATIONS

Kenaf as a Substitute for Imported Jute

A local industry interested in substituting jute with locally produced kenaf fibre asked the Group to examine the feasibility of growing kenaf locally, its economies of production, processing and spinning. Recommendations on the financial viability of the project are part of the report to be produced.

NYENGE & COMPANY
Certified Public Accountants

2nd Floor, Vedic Hou
 Mama Ngina Street,
 P.O. Box 45040,
 NAIROBI. KENYA.

Telephone: 332398.
 Nairobi.

Your Ref:

NC/AUD/GEN/86

Our Ref:

12th March, 1986

Mutiso Consultants Ltd.,
 P. O. Box 14333,
Nairobi.

During the period of our operation, we have carried out audits for the following Co-operative Societies, Companies and Firms:-

(a) CO-OPERATIVE SOCIETIES

1. Kikima Farmers Co-op. Soc. Ltd., 1982, 1983 & 1984.
2. Konza Ranching & Farming Co-op. Soc. Ltd., 1980, 1981, 1982 & 1983.
3. Kakuyuni Farmers Co-op. Soc. Ltd., 1980, 1981, 1982 & 1983.
4. Kithangathini Farmers Co-op. Soc. Ltd., 1980, 1981, 1982, 1983 & 1984.
5. Portland Cement Sav. & Cre. Soc. Ltd., 1982, 1983 & 1984.
6. Mitaboni Farmers Co-op. Soc. Ltd., 1982, 1983 & 1984.
7. Katheka Kai Farmers Co-op. Soc. Ltd., 1984.
8. Masaku Teachers Sav. & Cre. Soc. Ltd., 1982, 1983 & 1984.
9. B2 Yatta Ranching & Farming Co-op. Soc. Ltd., 1980, 1981, 1982, 1983 & 1984.
10. Kitui Tobacco 1981, 1982, 1983 & 1984.

The above are some of the Large Co-operative Societies we have been auditing in the past years. There are many others (about twenty) small and medium size Co-operative societies which we have not included in the above list.

(b) COMPANIES

1. Masaku East End Auto Services Ltd., 1982, 1983 & 1984.
2. Musau Hides and Hardware Ltd., 1982, 1983, 1984 & 1985.
3. Makueni Bus Transport Services Ltd., 1980, 1981, 1982, 1983 & 1984.
4. Makenzi Service Station Ltd., 1982 & 1983.
5. Musau Brothers Ltd., 1982, 1983, 1984 & 1985.
6. Parklands Autport Ltd., 1982, 1983, 1984 & 1985.
8. Nova Chemicals Ltd., 1980 & 1981.
9. Jambo Spares Ltd., 1983, 1984 & 1985.
10. Music Mines Ltd., 1981, 1982 & 1983.
11. Eleza Services Ltd., 1982 & 1983.
12. Bookwise Ltd., 1983 & 1984.

The above are some of the Companies we have audited.

(c) FIRMS, CLUBS ETC.

1. Kithimba Associates - Consulting Engineers 1980, 1981, 1982, 1983, 1984 & 1985.

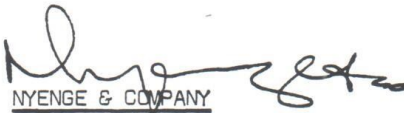
(c) Continued

2. Dr. D.G. Ombati - Consulting Physician 1981, 1982, 1983, 1984 & 1985.
3. Dr. W.M. Ngoka - Consulting Gynaecologist 1982, 1983 & 1984.
4. Mbinda Arcon - Consulting & Planning Architects 1982, 1983 & 1984.
5. Mwaka Musau Consultants - Valuers etc. 1983 & 1984.
6. Jakima Timber & Hardware - 1983, 1984 & 1984.
7. Mundu Electronics 1983 & 1984.
8. Nairobi Judo Club 1984 & 1985.
9. A.F. Kisebu - Advocates 1981, 1982, 1983, 1984 & 1985.
10. Mitaboni Sunlight Stores Ltd., 1982, 1983 & 1984.
11. Batu Bar & Restaurant 1982, 1983, 1984 & 1985.
12. Kenya Union of Teachers 1982, 1983 & 1984.
13. Machakos Sports Club 1981, 1982, 1983, 1984 & 1985.
14. Machakos Inn - 1983 & 1984.
15. Machakos Tobacco Wholesellers - 1985.
16. Dr. S. K. Maingi - Consulting Haberlist 1980, 1981, 1982, 1983 & 1984.

The above are some of the firms, clubs etc. we audited. There are many more.

We hope the above information will meet your requirement. We look forward to further communication from your end in due course.

Yours faithfully,


NYENGE & COMPANY

A SELECTION OF MAJOR CLIENTS AND PROJECTS UNDERTAKEN BY :

 ANIMATICS LIMITED

| <u>DATE:</u> | <u>CLIENT:</u> | <u>PROJECT:</u> |
|--------------------|--|--|
| 1977 | Ministry of Animal Industry, Uganda | Supply and installation of Milking Parlours to 8 State Dairy Farms in Uganda. |
| 1978 | K. Matiba, Limuru, Kenya | Supply and installation of Milking Machines. |
| 1979 | Agricultural Development Corporation, Malindi, Kenya | Supply and installation of Milking Machines. |
| 1980 | Ministry of Environment and Natural Resources, Kenya | 20Km. Electric Fence in Aberdares to control Elephant and Buffalo. |
| 1980 | Agricultural Development Corporation, Chorlim, Kenya | 15Km. combined Conventional and Electric (Solar Powered) Fence to keep elephant, buffalo and wild pig inside Mount Elgon National Park and away from nearby agricultural land. |
| 1980 | Kabarak Farm (President's Farm), Nakuru, Kenya | Design, supply and installation of Mobile Milking Machine. |
| 1980 | Egerton Agricultural College, Njoro, Kenya | Supply and installation of Milking Machines. |
| 1980 to 1982 | Oxfam, Somalia | Supply and install 46 Solar Powered Water Pumps for Refugee Water Supply in Camps in N.W. Somalia. |

PAGE 2

| <u>DATE:</u> | <u>CLIENT:</u> | <u>PROJECT:</u> |
|--------------|--|--|
| 1981 | Tarakwet Farm, Njoro, Kenya | Supply and installation of Milking Parlour. |
| 1981 | Solio Game Sanctuary, Nanyuki, Kenya | 20Km. Electric Fence for control of wildlife. |
| 1982 | Kenya Canned (Del Monte), Thika, Kenya | 20Km. Electric Fence to control buffalo and baboon. |
| 1982 | Ministry of Tourism and Wildlife, Meru National Park, Kenya | Combined Electric and Conventional Fence for control of elephant, buffalo, giraffe and Plains Game at Meru National Park from agricultural land. |
| 1982 | Malawi-Canada Dairy Project, Lilongwe, Malawi | Supply and installation of Milking Machines. |
| 1982 | G.E.M.S. Farm, Mombasa, Kenya | Supply and installation of Incubators and Chicken Parent Stock. |
| 1982 | Ministry of Natural Development, Seychelles | Establishment of a Turnkey Poultry Hatchery for Government of Seychelles. |
| 1983 | Norwegian Church Aid, Torit, Eastern Equatoria, Southern Sudan | Supply of Solar Powered Water Pumps for Farms and Tree Nursery and Solar Lighting for Hospital in Torit, Southern Sudan. |
| 1983 | Ministry of Health/World Health Organization, Somalia | Supply and installation of 10 Solar Powered Refrigerators for Expanded Programme of Immunization, Somalia. |

PAGE 3

| <u>DATE:</u> | <u>CLIENT:</u> | <u>PROJECT:</u> |
|--------------|---|---|
| 1983 | Muguku Poultry Farm, Kikuyu, Kenya | Supply and installation of Incubators. |
| 1984 | Zanzibar Livestock Corporation, Zanzibar | Establishment of a Turnkey Poultry Hatchery for Government of Zanzibar. |
| 1984 | V.I.T.A., Djibouti | Supply and installation of a 5.3 Kw Solar Powered 220 volt A.C. Domestic System for Renewable Energy Technology Centre, Djibouti. |
| 1985 | Third World Self Help Development Group, Ethiopia | Supply and installation of 3 Solar Powered Water Pumps on Omo River, Southern Ethiopia, for Crop Irrigation. |

PTC TRAINING/CONSULTANCY EXPERIENCE.

We are a young Training Consultancy. However, we have picked up fairly fast and have been involved in the following activities with the indicated organizations, either consulting on individual basis, or working on training programmes, as a group.

LOCAL ASSIGNMENTS.

| <u>CLIENT ORGANIZATION</u> | <u>ACTIVITY</u> | <u>DATES</u> |
|-------------------------------------|---|--------------|
| 1. Kenya Post Office Saving Bank | 1. General Training Consultancy to Management and to the Training/Personnel Department. | 1983-85 |
| | 2. Training Programmes:- | |
| | (i) Top Management Workshop | 1983 |
| | (ii) Middle Management course | 1984 |
| | (iii) Cashiers/Clerical Training | 1984-85 |
| | (iv) Training of Trainers for Supervisors | 1984 |
| | (v) Top Management Workshop. Drawing of the Bank's Corporate Plan | 1985 |
| 2. Coffee Board of Kenya | 1. Consultancy with Training and Personnel Staff | 1984-85 |
| | 2. <u>Training Programmes:</u> | |
| | (i) Supervisory Training Course. | 1984-85 |

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LOCAL ASSIGNMENTS:

| <u>CLIENTS ORGANIZATION</u> | <u>ACTIVITY</u> | <u>DATES</u> |
|----------------------------------|--|--------------|
| 3. Kenya Commercial Bank Ltd | 1. General Training Consultancy to Bank Trainers. | 1983-85 |
| | 2. Training Programmes:- (i) General Management & Supervisory Training for Section Heads & Branch Managers | 1983-85 |
| | (ii) Designed and administered USAID-sponsored Agribusiness Seminar for Bank Managers | 1984-85 |
| 4. Kenya Army School of Ordnance | 1. General Training Consultancy to Trainers. | |
| | 2. Training Programmes:- (i) Supervisory & General Management Training to Warrant Officers, sergeants, Captains and Majors. | 1984-85 |
| | (ii) Training of Trainers for staff at various levels assigned training duties. | 1985 |

| <u>CLIENT ORGANIZATION:</u> | <u>LOCAL ASSIGNMENTS:</u> | <u>DATES</u> |
|---|---|--------------|
| | <u>ACTIVITY</u> | |
| 5. Kenya National Trading Corporation Ltd | 1. General Training Consultancy to Trainers 2. Training Programmes:- (i) Management Training for depot Managers and Supervisors with emphasis on Target Setting (MBO) | 1985 |
| | (ii) Training of Trainers for depot Managers, Supervisors & Senior Officers, emphasis on On-the-job training & Manpower Development. | 1985 |
| 6. - Kenya Seed Company Ltd | | |
| - Rift Valley Bottlers Ltd | | |
| - CPC Industrial Products (K) Ltd | | |
| | Training Programme:- | |
| | (i) supervisory Course for mixed supervisors from the three organizations. | 1985 |

| <u>CLIENT ORGANIZATION:</u> | <u>LOCAL ASSIGNMENTS:</u> | <u>DATES</u> |
|--|--|--------------|
| <u>ACTIVITY</u> | | |
| 7. -Coca Cola Bottlers Ltd -E.A. Industries Ltd | Their supervisory Marketing Staff teamed up with Kenya Coffee Board Staff for Training. | 1984 |
| 8. The Kenya YMCA | 1. Receptionist Course covering work organization and Public Relations. | 1985 |
| 9. Many other Organization as hired lectures on individual basis. | PTC consultants get hired by other Training Consultancies to lecture and are paid on hourly basis. | 1970-85 |
| Organizations that have hired PTC Consultants to lecture as individuals include, among others, The Kenya Railways, The Industrial Development Bank, The Kenya Institute of Management. Promin Consultants Ltd, Top Secretaries Ltd, Kenya National Farmers Union. etc. | | |
| 10. Victoria Finance Company | - Developed a Draft Personnel Policy. | 1985 |
| 11. Amani Counselling Society | - Lecture on Management | 1985 |

INTERNATIONAL ASSIGNMENTS

| <u>CLIENT ORGANIZATION</u> | <u>ACTIVITY</u> | <u>DATES</u> |
|----------------------------|---|--------------|
| 1. USAID | i. Design, Coordination and Participation in the Kenya Commercial Bank USAID - sponsored Agribusiness for Banks Branch Managers. | 1984-85 |
| | ii. Acted as Consultant to USAID Team of Consultants evaluating the "Egerton College Project" | 1984 |
| 2. UN/ECA | i. Currently editing two books for the African Association for Public Administration and Management (AAPAM) | 1984 |
| | ii. Currently working on a draft Constitution proposal for the UN/ECA to start a Commonwealth Association for Public Administrators and Managers (in confidence) | 1985 |
| | iii. Standing offer made by the UN/NY for PTC/MD to be Manpower Advisor to an African Country (in confidence) | 1985 |

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- | | | | |
|----|---|---|---------|
| 3. | The World Bank | PTC/MD been included in the World Bank roster of Consultants | 1985 |
| 4. | US International University, Africa, Nairobi. | Undergraduate and Graduate Lecturing, by PTC/MD | 1985-8 |
| 5. | UN/ECA | Manpower Needs & Training Needs Survey for National Railways in several OAU member countries. By a PTC partner. | 1985 |
| 6. | UN/ECA/University of Nairobi | Lectures to Personnel Training courses done in Nairobi by PTC/MD | 1981-84 |
| 7. | UN/ECA | Resource person to Manpower and Training Programmes done in Nairobi, by PTC/MD | 1970-84 |

EXPERIENCE OF AGRITECH ENTERPRISE LTD. IN AGRICULTURAL
CONSULTANCY WORK AND PEST CONTROL MANAGEMENT

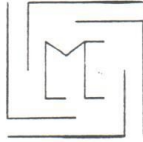
The following is a list of consultancies that Agritech Enterprise Ltd. has participated in the last two years.

1. Improvement of growing of citrus, pawpaws and other horticultural products at Athi Farm Ltd. Pest control management programme for the farm drawn. (1984)
2. Improvement and rehabilitation of coffee and determination of soil fertility at Falcon Estate Kiambu - 200 acres (1984).
3. Soil Analysis of samples from Misarara Estate Kiambu - 500 acres.
 - Coffee spray programme and leaf analysis undertaken.
 - Improvement of horticultural farming, Nematode count on soil samples (1984).
4. Nematode count on soil samples and soil analysis of soil samples for Kora Farm Ltd. Athi River (1984).
5. Soil fumigation of land for strawberry farming using specialised equipment using Telone II soil fumigant (Dichloropropene) (1985).
 - Dagoretti Farm
 - Pest control programme for strawberry worked out.
6. Soil Analysis and pest control management for Plantana Ltd.
 - A flower growing concern at Wamunyu (1985).
7. Soil Analysis for Small Coffee holders and for coffee co-operative societies in Kiambu. Fertiliser application and coffee management programme worked on (1985).
8. Soil Analysis and pest control programmes done for farmers on Athi River Irrigation schemes (1985).

9. Soil Fumigation for Tomato growing at Kibirigwi Irrigation Scheme - Karatina (1985).
10. Quality control for Nova Chemicals and SGS for the export of 1500 metric tons of Fenitrothion dust 3% dust to Burundi (1985)

PROJECTS FOR THE FUTURE

1. Soil Fumigation of strawberry farms at Kikuyu - Kiambu.
2. Soil Fumigation of pineapple farms for Muvoloni group of companies.
3. Bird control (with repellants) for grapes growing in Naivasha.
4. Fumigation of grain at the port and in stores.



LURIJOS MANAGEMENT CONSULTANTS LTD.

Pigott Building, Market & St. Mary's Streets

P.O. Box 732, St. John's, Antigua, W.I.

Phone (809-46) 20545, 24265 Cable: LURIJOS Telex: 2145 CWTX AGY AK

LIST OF SELECTED CONSULTING ASSIGNMENTS

1.

1. Subcontractor to Westinghouse Electric Corporation, Health Systems Division on Basic Health Management Project executed through Caribbean Community Secretariat and funded by USAID. Design and deliver a management training program for top and middle management health services personnel in the 7 OECS member countries and Belize. Provision of consultant to undertaken health planning assignments in St. Lucia, Antigua and Montserrat.
2. Contractor to Caribbean Community Secretariat on Caribbean Health Management Project funded by USAID. Design and delivery of a management training program for middle management and supervisory health services personnel in the 7 OECS member countries and Belize.
3. Contractor to Caribbean Association of Industry & Commerce on Executive Development Program for Top Managers. Design and conduct a management development program for senior management personnel of the private sectors of Belize and OECS countries. Funded by USAID through Caribbean Community Secretariat.
4. Contractor to Caribbean Community Secretariat on Management Development Program for Small Businesses. Design and conduct a series of management development programs for owners and managers of small businesses in Belize, St. Kitts, Montserrat and Antigua. Coverage included financial management, marketing, accounting, customer relations and general management. Funded by USAID.
5. Feasibility study of 30 - room hotel facility in Antigua.
6. Comparative Cost Structure of Airport Handling Operations At Three Eastern Caribbean Airports.
7. Organization Analysis, Job Analysis and Job Evaluation Assignment for the Montserrat Electricity Services Ltd.
8. Contractor to Pan Caribbean Disaster Preparedness and Prevention Project/PAHO/UNDRO on hurricane Preparedness in Dominica, Antigua, Anguilla, Montserrat, St. Kitts, British Virgin Islands. Design, pretest and execute questionnaire to household and school respondents to determine the level of awareness and preparedness in respect of hurricanes. Tabulate and analyse results and make recommendations relevant to disaster preparedness and management. Funded by PAHO and UNDRO.
9. Survey of the Antigua Car Market.

10. Survey of Soft Drink Dealers in Antigua and St. Maarten and of Household Purchasing Patterns and Brand Preferences in Antigua.
11. Management Audits:
 - Stephen R. Mendes (Antigua) Limited
 - Hadeed Motors
 - Geo. W. Bennett Bryson & Co. Ltd.
12. On-going Accounting and Financial Analysis for a number of firms in Antigua, including :
 - Joseph S. Michael Holdings Limited
 - Linton Mark Contractors (Antigua) Limited
 - Global Travel & Tours Limited
 - Christian Enterprises Limited
 - Santec International Chemical Corporation Limited
 - Cornwall's Limited
13. Other accounting and financial analysis for firms in Antigua, including:
 - Hadeed Motors
 - Trans Caribbean Marketing Limited
 - Airport Services (Antigua) Limited
 - Bank of Antigua Limited
14. Market and Financial Feasibility Study of Poultry Production in Antigua.
15. Financial Feasibility of a 10 - acre intensive vegetable farming operation in Antigua.
16. Organization and Management Development Program for a 60 - unit resort condominium facility in St. Kitts.
17. Design and delivery of a management development training program for middle management and supervisory personnel of the 2 leading indigenous commercial banks in Antigua. Coverage included financial management, management accounting, customer relations, portfolio analysis, and general management.

ROBERT R. NATHAN
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TWX: 710-822-1995

List of RRNA Projects in Developing Countries
Since 1970

Afghanistan

- . National economic planning assistance to the
Ministry of Planning
U.S. Agency for International Development
1961-72
- . Agricultural sector assessment and planning
Asian Development Bank
1970-71
- . Feasibility study of agricultural-infrastructure
construction technology in the Central Helmand
Valley
U.S. Agency for International Development
1976

Argentina

- . Feasibility study of deepwater port construction
program
Government of Argentina
1970
- . Evaluation of national agricultural development
policies
International Bank for Reconstruction and
Development
1973

Bangladesh

- . Policy and program planning for industrial develop-
ment banking system
Asian Development Bank
1977
- . Technical and economic appraisal of railway system
Asian Development Bank
1977
- . Policy and program planning for agricultural
banking and credit institutions
International Development Association
1977-79

- . Rural Finance Project
U.S. Agency for International Development and
Bangladesh Bank
1984-

Bolivia

- . Evaluation of national and regional planning
systems and institutions
U.S. Agency for International Development
1976
- . Development of scope-of-work for technical assis-
tance in regional and national planning
U.S. Agency for International Development
1977
- . Technical assistance in the development of local
farmers' cooperatives
U.S. Agency for International Development
1976-80
- . Evaluation of Food for Peace Programs
U.S. Agency for International Development
1978
- . Policy Reform Project
U.S. Agency for International Development
1984-

Botswana

- . Evaluation of livestock production and marketing
methods
International Bank for Reconstruction and
Development
1971
- . Assessment of economic status of refugees
U.S. Agency for International Development
1977
- . Assessment of basic housing needs and associated
investment over 20 year period
U.S. Agency for International Development
1984

Brazil

- . Development of investment plans for the agricul-
tural sector
International Bank for Reconstruction and
Development
1970

Canada

- . Economic analysis of the potash industry in Saskatchewan
Government of Saskatchewan
1973

Caribbean Region

- . Public Management and Policy Planning Services to Six Eastern Caribbean Nations
U.S. Agency for International Development
1985-88

Central African Republic

- . Agricultural development survey
International Bank for Reconstruction and Development
1981-82

Chile

- . Study to determine optimal power system expansion plan and bid terms for power supply in Northern Chile
Corporacion Nacional del Cobre de Chile
1982-83

Colombia

- . Evaluation of policies and institutions to encourage private-sector savings
Organization of American States
1974
- . Policy evaluation and program planning for the social security system
U.S. Agency for International Development
1974
- . Technical assistance to promote utilization of new farm technology
U.S. Agency for International Development
1975

Costa Rica

- . Evaluation of industrial credit programs
U.S. Agency for International Development
1977

- . Technical assistance in implementing development plans for agricultural and industrial sectors
U.S. Agency for International Development
1978
- . Study of basic needs policy and economic growth
U.S. Agency for International Development
1978

Ecuador

- . Impact evaluation of two AID loans made in 1960s to two industrial development finance corporations; one public and other privately-owned; comparative aspects highlighted
U.S. Agency for International Development
1983

Egypt

- . Feasibility study of proposed program to promote private-sector investment in the industrial sector
U.S. Agency for International Development
1979
- . Technical assistance in designing and implementing Private Investment Encouragement Fund
U.S. Agency for International Development
1980
- . Evaluation of low income housing program
U.S. Agency for International Development
1982
- . Review aspects of the Egyptian Industrial Development Bank's internal operations and client services and recommend modifications or improvements in current Bank practices
U.S. Agency for International Development
1981-83
- . Technical assistance to improve operating efficiency of total irrigation system and to strengthen the capabilities of the Ministry of Irrigation
U.S. Agency for International Development
1983-

El Salvador

- . Agricultural development planning and program implementation assistance
U.S. Agency for International Development
1966-70
- . Evaluation of Food for Peace projects
U.S. Agency for International Development
1971
- . Development of pension plan for government employees
U.S. Agency for International Development
1971
- . Analysis of livestock supply and production
Salvadoran Development Finance Corporation
1971
- . Feasibility studies of proposed tourism centers
Government of El Salvador
1975
- . Agricultural policy inventory
U.S. Agency for International Development
1984
- . Analysis of agrarian reform debt and recommendations for adjustment and restructuring of debt
U.S. Agency for International Development
1984

Fiji

- . Technical assistance in improving Fiji Development Bank internal organization and long-range planning strategies to meet needs of future economic development in Fiji
Asian Development Bank
1983

Gambia

- . Evaluation and projection of the impact of alternative development strategies for the Gambia River Basin
U.S. Agency for International Development
1978-79

Ghana

- . Formulation of five and ten-year plans for the agriculture, transportation and water resources sectors
U.S. Agency for International Development
1969-70
- . Technical Assistance to the Ministry of Transport and Communications and the Ministry of Roads and Highways
United Nations Development Programme
1986-88

Guatemala

- . Evaluation of rural electrification projects
U.S. Agency for International Development
1977
- . Feasibility analysis of a proposed tourism complex
Private client
1978

Guinea-Bissau

- . Technical assistance in organization, administration, and management to statal petroleum company
Government of Guinea-Bissau/IBRD
1984

Guyana

- . Comprehensive study of foodcrop production
U.S. Agency for International Development
1974
- . Survey and assessment of agricultural sector
U.S. Agency for International Development
1978-80
- . Study of income and production of Guyana rural farm households
U.S. Agency for International Development
1978-80
- . Assessment of small farmers machinery credit project
U.S. Agency for International Development
1980
- . Evaluation of agricultural project
U.S. Agency for International Development
1982

Haiti

- . Evaluation of port facilities and shipping services
International Bank for Reconstruction and Development
1980
- . Economic and financial analyses to formulate long-term development plans for Port-au-Prince
International Bank for Reconstruction and Development
1980

Honduras

- . Economic and technical feasibility studies of proposed tourist centers
Central American Bank for Economic Integration
1975
- . Impact analysis of proposals to promote development of tourism industry
Government of Honduras
1974-76
- . Assistance to National Planning Agency on internal reorganization strategies
U.S. Agency for International Development
1976
- . Agricultural sector survey and evaluation
U.S. Agency for International Development
1977
- . Evaluation of rural electrification projects
U.S. Agency for International Development
1977

India

- . Feasibility study of USAID Housing Guaranty project
U.S. Agency for International Development
1981

Indonesia

- . Development of land-use plan for a new town in Sulawesi
Private Client
1973

- . Multisectoral development planning for the Sumatra region
International Development Association
1974-77
- . Evaluation of feasibility study of road improvement projects
U.S. Agency for International Development
1975
- . Evaluation of urban housing upgrading projects
(Kampung Improvement Program)
International Bank for Reconstruction and Development
1977-78
- . Highway and road-use planning
International Bank for Reconstruction and Development
1981-82
- . Nusa Tenggara Timur transportation systems project
International Bank for Reconstruction and Development
1983

Iran

- . Evaluation of IBRD-financed industrial and agro-industrial development projects
International Bank for Reconstruction and Development
1971

Israel

- . Economic analysis of the housing sector
U.S. Agency for International Development
1976

Ivory Coast

- . Shelter sector assessment
U.S. Agency for International Development
1978
- . Analysis of the housing sector
U.S. Agency for International Development
1978-79

Jamaica

- . Analysis of the housing sector
International Bank for Reconstruction and
Development
1976-77
- . Technical assistance in improving financial,
managerial and economic policies of government
petroleum corporation
Government of Jamaica
1979-83
- . Technical assistance as part of World Bank struc-
tural adjustment loan aimed at improving
government productivity and economic viability
throughout the economy
International Bank for Reconstruction and
Development
1983-

Jordan

- . Evaluation of highway improvement projects
U.S. Agency for International Development
1976

Kenya

- . Evaluation and training in municipal finance as
part of Kenya Small Towns Shelter and Community
Development Project
U.S. Agency for International Development
1983
- . Assessment of housing needs and affordability in
Kenya over a 20-year period
U.S. Agency for International Development
1984

Korea

- . Evaluation and planning of fiscal policies and
systems
U.S. Agency for International Development
1969-70
- . Development of tax policies and analysis of
government revenue requirements
U.S. Agency for International Development
1971-72

- . Development of multisectoral economic plan and investment program for Gwangju region
United Nations Development Programme
1974-75
- . Development of multisectoral economic plan and investment program for Taebaeg region
United Nations Development Programme
1978-80

Lebanon

- . Study for institutionalizing and increasing term credit for small-scale enterprises
U.S. Agency for International Development
1983
- . Economic planning for the reconstruction and development of Lebanon
U.S. Agency for International Development
1983-

Lesotho

- . Planning for U.S. foreign assistance programs for refugees
U.S. Agency for International Development
1977

Liberia

- . Agricultural development planning
U.S. Agency for International Development
1976-77
- . Assistance in improving planning capabilities of Ministry of Agriculture
U.S. Agency for International Development
1977

Malawi

- . Shelter sector assessment
U.S. Agency for International Development
1978
- . Formulation of a comprehensive shelter project proposal for a Housing Guaranty program for low- and middle-income families
U.S. Agency for International Development
1979

Malaysia

- . Formulation of economic development and land-use plan for the State of Penang
Government of Malaysia
1969-70
- . Feasibility studies of highway construction proposals in the State of Sabah
Government of Malaysia
1972-73
- . Formulation of multisectoral economic development, land-use, and investment programs for the State of Kelantan
Government of the State of Kelantan, Malaysia
1973
- . Evaluation and land settlement scheme for Pahang Tenggara region
Asian Development Bank
1973
- . Technical assistance in coordinating and implementing the settlement of Pahang Tenggara
Asian Development Bank
1976-80
- . Review of development plans for the Trengganu Tengah Development Authority
Asian Development Bank
1976-81
- . Development of tariff structures for Malaysian ports
Asian Development Bank
1978-79

Northern Mariana Islands

- . Preparation of long-term socioeconomic development plan encompassing capital investments and operating programs in agriculture, tourism, social services, and infrastructure
Government of the Commonwealth of the NMI
1976-77

Morocco

- . Evaluation of Food for Peace programs
U.S. Agency for International Development
1977-78

Nepal

- . Formulation of five-year economic development plan
Ford Foundation
1974
- . Feasibility studies of proposed tourism development projects
International Bank for Reconstruction and Development
1977
- . Economic and financial analysis of integrated rural development plan
U.S. Agency for International Development
1979-80

Nicaragua

- . Analysis of private-sector industrial development activities
U.S. Agency for International Development
1971
- . Training and program planning assistance to National Planning Agency
U.S. Agency for International Development
1976
- . Design of employment generating programs
U.S. Agency for International Development
1976-78
- . Evaluation of the Institute for Rural Farmer Welfare
U.S. Agency for International Development
1978
- . Design and evaluation of proposed tourist center
Central American Bank for Economic Integration
1976-77
- . Policy evaluation and program planning for agricultural sector
U.S. Agency for International Development
1976-78

Nigeria

- . Comprehensive planning for transportation sector development
U.S. Agency for International Development
1970-75

- . Assessment of balance-of-payments in relation to housing loan guarantee programs
U.S. Agency for International Development
1981

Pakistan

- . Training in market analysis and loan application evaluation to Industrial Development Bank
Asian Development Bank
1977
- . Evaluation of policies and operating procedures of Industrial Development Bank
Asian Development Bank
1978
- . Project design for roads project
U.S. Agency for International Development
1985

Panama

- . Economic studies for master plans of seaports
National Port Authority of Panama
1980
- . Urban development assessment
U.S. Agency for International Development
1984

Paraguay

- . Evaluation of development strategies and projects in the agricultural sector
U.S. Agency for International Development
1970
- . Evaluation of Food for Peace programs
U.S. Agency for International Development
1972

Peru

- . Evaluation of policies and institutions to encourage private-sector savings
Organization of American States
1974

Philippines

- . Feasibility study of road construction proposals
Asian Development Bank
1975-76

- . Feasibility study of rural road improvement projects
Asian Development Bank
1976-77
- . Planning and feasibility studies of urban land development proposal
International Bank for Reconstruction and Development
1977-78
- . Feasibility study of secondary road program
Asian Development Bank
1982

Portugal

- . Development of economic and financial master plans for seaports
Government of Portugal
1981-82

Saudi Arabia

- . Development of policies and procedures for conducting nationwide industrial inventory
Government of Saudi Arabia
1978

South Africa

- . Evaluation of socioeconomic impact of refugees
U.S. Agency for International Development
1977

Sri Lanka

- . Evaluation of Food for Peace programs
U.S. Agency for International Development
1978
- . Project design and service study for the private enterprise promotion program
U.S. Agency for International Development
1982

Surinam

- . Technical assistance to Ministry of Planning in project analysis and policy planning
United Nations Development Programme
1978-79

Swaziland

- . Planning of U.S. foreign assistance programs for refugees
U.S. Agency for International Development
1977

Taiwan

- . Technical assistance in the development of comprehensive transportation sector plan
Government of Taiwan
1972-75

Thailand

- . Feasibility study of proposal to construct port/canal/industry complex
Government of Thailand
1973
- . Evaluation and planning of industrial investment policies and programs
U.S. Agency for International Development
1974-76
- . Design and evaluation of resettlement project for farm families intended to introduce modern sericulture techniques
U.S. Agency for International Development
1975
- . Technical assistance in designing and implementing programs for transport planning
International Bank for Reconstruction and Development
1975-81
- . Design of land-use programming procedures for medium-sized cities and design of land-use plan for City of Chonburi
U.S. Agency for International Development
1976-79
- . Preparation of national energy master plan
Asian Development Bank
1980-83
- . Assistance to energy sector agencies and international financial agencies to develop an investment program and projects list for energy sector development
Asian Development Bank
1983

Togo

- . Assessment of balance-of-payments in relation to housing loan guarantee programs
U.S. Agency for International Development
1981

Trinidad

- . Evaluation of alternate plans for the economic development of the Chaguaramas Peninsula
Chaguaramas Development Authority
1974
- . Development of price stabilization plan for sugar
Private client
1974

Tunisia

- . Evaluation of IBRD-funded agricultural development projects
International Bank for Reconstruction and Development
1971

Venezuela

- . Analysis of the economic potential of the electronics industry
International Bank for Reconstruction and Development
1971
- . Development of master plan for coastal tourist centers
International Bank for Reconstruction and Development
1972

Vietnam

- . Economic evaluation of My Thuan Bridge
U.S. Agency for International Development
1972

Western Samoa

- . Formulation of multisectoral five-year development plan
Asian Development Bank
1975

Yugoslavia

- . Analysis of the economic potential of a tractor factory
International Bank for Reconstruction and Development
1973

Zambia

- . Macroeconomic analysis of Zambian economy
U.S. Agency for International Development
1976-77
- . Evaluation of the impact of refugees
U.S. Agency for International Development
1977

Multinational

- . Study of the international system of trade preferences with respect to Africa
United Nations Economic Commission for Africa
1970
- . Cost-benefit analysis of prevention of mosquito-borne diseases
Pan American Health Organization
1970
- . Guidelines for capital-project evaluation
U.S. Agency for International Development
1971
- . Case study of contractual savings in three Latin American countries as part of a larger study on capital markets
Organization of American States
1974
- . Design of economic and social data collection system
U.S. Agency for International Development
1975
- . Management reporting and development of information system
Organization of American States
1976
- . Review of agricultural and rural development programs in West Africa
U.S. Agency for International Development
1976-77

- . Feasibility study of proposed crop insurance programs for Latin American farmers
U.S. Agency for International Development
1977
- . Evaluation of International Executive Service Corps
U.S. Agency for International Development
1977
- . Assessment of refugee problems and relief efforts in Botswana, Lesotho, and Swaziland
U.S. Agency for International Development
1977
- . Feasibility study of the proposed Technology Corps program
U.S. Agency for International Development
1977
- . Design of methodology and evaluation scope-of-work for P.L. 480 Title II Food for Peace program
U.S. Agency for International Development
1977
- . Evaluation of Coordination in Development programs
U.S. Agency for International Development
1977-78
- . Development of evaluation criteria for rural electrification projects
U.S. Agency for International Development
1978-79
- . Analysis of the potential for cooperative industrial development efforts among Near Eastern countries
U.S. Agency for International Development
1978-79
- . Evaluation of the efficiency of the PACT (Private Agencies Colaborating Together) consortium
U.S. Agency for International Development
1982
- . Examination of potential for processing fruits and vegetables in five West African countries
U.S. Agency for International Development
1982-83

- . Guidance on the evaluation of the cost-effectiveness of projects sponsored by private voluntary organizations
U.S. Agency for International Development
1982
- . Assistance to Heifer Project International, a PVO receiving funds from AID in assessing project cost-effectiveness as part of broader evaluation process (Honduras, Haiti, and Dominican Republic)
U.S. Agency for International Development
1983
- . Evaluation of progress of Trans-European Highway in Eastern European countries
United Nations Development Programme
1983
- . Worldwide Agricultural Policy Analysis Project
U.S. Agency for International Development
1983-88
- . Development of Housing Needs Assessment Model and Guidelines for use in developing countries
U.S. Agency for International Development
1984
- . Worldwide Small and Micro Scale Enterprise Institutional Support
U.S. Agency for International Development
1985-90

APPENDIX D. RRNA Financial Statement

Alexander Grant
 & COMPANY
 CERTIFIED PUBLIC ACCOUNTANTS

MEMBER FIRM
 GRANT THORNTON INTERNATIC

REPORT OF CERTIFIED PUBLIC ACCOUNTANTS

The Board of Directors
 Robert R. Nathan Associates, Inc.
 Washington, D.C.

We have examined the balance sheet of Robert R. Nathan Associates, Inc. as of January 31, 1985, and the related statements of income, changes in stockholders' equity and changes in financial position for the year then ended. Our examination was made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances. The financial statements of Robert R. Nathan Associates, Inc. for the year ended January 31, 1984, were examined by Fox & Company, Certified Public Accountants, whose report dated March 23, 1984, expressed an unqualified opinion on those statements. We have since succeeded to the Washington, D.C. practice of Fox & Company.

In our opinion, the financial statements referred to above present fairly the financial position of Robert R. Nathan Associates, Inc. at January 31, 1985, and the results of its operations and changes in its stockholders' equity and financial position for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Our examination was made for the purpose of forming an opinion on the basic financial statements taken as a whole. The additional information on page 14 is presented for the purposes of additional analysis and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the examinations of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

Alexander Grant & Company

Washington, D.C.
 April 22, 1985

ROBERT M. MATHIAS ASSOCIATES, INC.

BALANCE SHEETS

ASSETS

| | 1985 | 1984 |
|--|-------------|-------------|
| Current assets: | | |
| Cash | \$ 65,123 | \$ 32,267 |
| Billed accounts receivable (net of allowance for doubtful accounts of \$56,000 in 1985 and in 1984) | 1,864,048 | 1,637,093 |
| Unbilled income from contracts-in-progress | 523,745 | 795,017 |
| Stock subscriptions receivable | - | 3,835 |
| Employee advances and other receivables | 24,262 | 9,244 |
| Prepaid income taxes | 8,183 | 2,521 |
| Other prepaid expense | 13,792 | 21,212 |
| Total current assets | 2,499,052 | 2,382,358 |
| Property and equipment, at cost (Note 1): | | |
| Furniture and equipment | 363,112 | 355,966 |
| Leasehold improvements | 64,210 | 64,210 |
| Equipment under capital leases | 182,213 | 117,129 |
| Less accumulated depreciation and amortization (including \$50,380 in 1985 and \$17,579 in 1984 on equipment under capital leases) | 370,106 | 311,783 |
| | 238,031 | 225,581 |
| Other assets: | | |
| Investments (Notes 1 and 9) | 28,756 | 30,756 |
| Cash surrender value of life insurance on officers (net of loans of \$100,972) | 40,599 | 34,576 |
| Deposits | 795 | 795 |
| Prepaid commissions | 13,380 | 16,148 |
| | 83,530 | 82,275 |
| | \$2,822,011 | \$2,610,322 |

The accompanying notes are an integral part of the financial statements.

LIABILITIES AND STOCKHOLDERS' EQUITY

| | 1985 | 1984 |
|--|-------------|-------------|
| Current liabilities: | | |
| Trade accounts payable | \$ 48,926 | \$ 179,126 |
| Accounts payable - other | 23,542 | 1,190 |
| Accrued vacation | 97,907 | 81,833 |
| Accrued payroll | 96,399 | 78,892 |
| Payroll taxes payable | 27,100 | 25,528 |
| Income tax payable | - | 35,238 |
| Declared dividends payable | - | 7,526 |
| Deferred income from contracts-in-progress | 82,060 | 186,556 |
| Deferred income taxes (Notes 1, 2 and 8) | 882,656 | 829,487 |
| Current portion of long-term debt (Note 6) | 595,540 | 299,718 |
| Current portion of obligation under capital leases (Note 7) | 27,713 | 24,049 |
| Total current liabilities | 1,925,183 | 1,742,333 |
| Long-term debt (Note 6) | 73,321 | 24,582 |
| Obligations under capital leases (Note 7) | 119,392 | 89,452 |
| Refunded income taxes (Notes 1, 2 and 8) | - | 8,912 |
| Commitments and contingent liabilities (Notes 4 and 5) | 3,823 | - |
| Stockholders' equity: | | |
| Preferred stock, 12%, \$100 stated value cumulative, aggregate value in involuntary liquidation \$35,311 in 1985 and \$355,557 in 1984, authorized 354 shares in 1985 and 3,556 shares in 1984, issued and outstanding 353.11 shares in 1985 and 3,555.57 shares in 1984 | 35,311 | 355,557 |
| Common stock - Class "A", voting, \$1 stated value Authorized - 50,000 shares Issued - 32,075 shares in 1985 and 31,825 shares in 1984 | 32,075 | 31,825 |
| Common stock - Class "B", non-voting, \$1 stated value Authorized - 50,000 shares Issued - 27,225 shares in 1985 and 26,975 shares in 1984 | 27,225 | 26,975 |
| Common stock subscribed - Class "A", voting, and Class "B", non-voting, \$1 stated value - 369 shares in 1984 | - | 500 |
| Capital in excess of stated value | 106,767 | 106,767 |
| Retained earnings | 532,183 | 527,235 |
| | 855,001 | 1,040,459 |
| Less treasury stock - Class "A" and "B" common shares, at cost | (127,940) | (105,762) |
| | 727,121 | 933,497 |
| | \$2,822,011 | \$2,610,322 |

ROBERT R. NATHAN ASSOCIATES, INC.

STATEMENTS OF INCOME

| | Year ended January 31. | | | |
|--|------------------------|-------------|------------------|-------------|
| | 1985 | | 1984 | |
| Gross fees | \$5,167,878 | | \$4,600,104 | |
| Direct contract expenses (excluding salaries) | <u>1,130,940</u> | | <u>888,320</u> | |
| Net fees | 4,036,938 | 100.0% | 3,711,784 | 100.0% |
| Direct salaries and short term specialists | <u>1,383,441</u> | <u>34.3</u> | <u>1,252,015</u> | <u>32.7</u> |
| Gross margin on fees | <u>2,653,497</u> | <u>65.7</u> | <u>2,459,769</u> | <u>66.3</u> |
| Overhead expenses: | | | | |
| Salaries | 796,266 | 19.7 | 599,169 | 16.1 |
| Fringe benefits | 613,821 | 15.2 | 580,730 | 15.6 |
| Supplies | 85,416 | 2.1 | 70,476 | 1.9 |
| Outside services | 253,358 | 6.3 | 178,485 | 4.8 |
| Travel and meetings | 117,071 | 2.9 | 91,083 | 2.5 |
| Equipment expense | 83,322 | 2.1 | 139,151 | 3.7 |
| Leasehold expense | 379,054 | 9.4 | 356,908 | 9.6 |
| Other | <u>21,527</u> | <u>.5</u> | <u>17,142</u> | <u>.5</u> |
| Total overhead expenses, excluding local income taxes | <u>2,349,835</u> | <u>58.2</u> | <u>2,033,144</u> | <u>54.7</u> |
| Income from operations | 303,662 | 7.5 | 426,625 | 11.6 |
| Other income (expense): | | | | |
| Interest and dividend income | 16,647 | .4 | 25,011 | .6 |
| Non-billable overhead | (95,642) | (2.4) | (45,617) | (1.3) |
| Miscellaneous | 3,040 | .1 | 2,669 | .1 |
| Gain on disposition of fixed assets | 949 | - | 646 | - |
| Sublease income (net) | <u>18,078</u> | <u>.4</u> | <u>52,720</u> | <u>1.4</u> |
| Income before income taxes | <u>246,734</u> | <u>6.0</u> | <u>462,054</u> | <u>12.4</u> |
| Income taxes (Note 8): | | | | |
| Currently payable | 45,297 | 1.1 | 42,471 | 1.1 |
| Deferred | <u>58,028</u> | <u>1.4</u> | <u>153,336</u> | <u>4.1</u> |
| | <u>103,325</u> | <u>2.5</u> | <u>195,807</u> | <u>5.2</u> |
| Net income | \$ 143,409 | 3.5% | \$ 266,247 | 7.2% |
| | ===== | === | ===== | === |
| Earnings per common share | \$2.84 | | \$4.56 | |
| | ===== | | ===== | |

The accompanying notes are an integral
part of the financial statements.

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APPENDIX E. Addendum to Work Plan

Management Systems International (MSI)
Approach to Training

Training is an essential component of the Agricultural Management Project. The RRNA consortium is fortunate in counting among its primary subcontractors, (MSI) an organization that specializes in management training. We believe it is important to understand the principles that guide MSI's specific approach to training. We have therefore included a brief summary of their management philosophy and aspects of their innovative, pragmatic approach to training.

Management Team Training

Training of individual staff in specialized techniques of operational planning and management as a discrete/separate activity will not likely have a significant impact on the performance of the client organization. For improvement to occur through enhanced planning and management techniques, the emphasis should be on management teams rather than individuals.

If the organization is to be more, rather than less, than the sum of its parts, it is important the persons responsible for achieving its objectives work together in a mutually reinforcing manner. The management training workshops will train team members in a directly operational way, on-the-job, by bringing them together on site in order to clarify performance objectives, formulate specific activities or tasks to be performed, and to assign those activities and tasks to each other based on a clear common understanding of the relationship between them.

In addition to the management skills of the team as a whole, organizational performance also depends on the skill capacities of individual staff. Unless a large number of staff require training in the same skills, workshops are not a useful method for providing such training. Depending on

the extent of skill deficiencies, preference should be given to the following techniques in descending order of effectiveness:

1. Informal on-the-job training through interaction with and programmatic guidance by consultants;
2. On-site and semi-formal training through completion of job-related exercises and case studies;
3. In-country formal short course training with extensive use of local or regional case studies;
4. Formal third country or American short term training.

At least as important as accurate problem identification and a valid definition of which particular training/consultant solutions will improve performance, is the selection of training methods that are cost effective and that accelerate organizational learning. RRNA and MSI use the action-training approach, characterized by an emphasis on in-country, on-the-spot training of persons actually responsible for organization objectives and tasks. Action training is tailored to answer the needs of people engaged in real improvement efforts; that is, our approach makes use of participants' own work experiences, problems and objectives as focal points of the training.

It is a type of systematic, action-oriented, in-service training which by its very nature performs a practical function in improving organization performance. While our approach will make use of well-tested experiential training methods such as local case studies, power groups, structured exercises, instruments, gaming techniques, interactive video and audio materials, that simulate work situations, we also carefully design all training modules to focus attention on the actual work context and how to improve it.

It has been our experience that this combination of simulation for quick buildup of skills and then direct application of these enhanced skills on real work problems, (but still under the supervision and guidance of the trainer consultant), is a powerful approach for accelerating the learning process and consolidating learning in a way that is far more sustainable than by using simulated exercises or lectures alone.

Our training approach includes the following attributes:

- . Trainees are work groups rather than bodies collected from a variety of unrelated organizations.
- . Real problems provide the subject matter for workshops.
- . Workshops demonstrate the application of methods to problem situations. Multiple organization levels are involved because without the participation of critical decision makers, many problems cannot be resolved.
- . Activities are usually conducted on the project site to lower costs, examine local performance constraints, allow participants to return to their homes at night and introduce action-oriented training as an integral part of project management.
- . Workshops are treated as activities which blend into planning, counseling, coordination and evaluation functions and which are simply intense concentrations of normal processes.
- . Decisions, commitments and actions are expected to be emphasized.
- . an examination of incentives or disincentives for targeted behavior changes is incorporated into group discussions, exercises and decisions.

Our essential driving force of the action training approach as we use it is the collaboration of the client in defining the problems and the outcomes of the performance improvement training. This involvement builds the necessary commitment for making a powerful institution building approach.

The Training Consultancy Team

To carry out action-training, we will establish an interdisciplinary team of knowledgeable and experienced management and technical experts. This team will organize itself to provide short-term technical assistance and responsive training to our clients on a timely basis.

The MSI team will draw on a well-tested library of training materials and training manuals which it will adapt to the Kenya situation. For example, MSI has recently assisted 8 African management development institutes to develop highly specific management and technical training courses for over 72 World Bank agricultural project teams. In addition, MSI provided training for the staff of these institutes to enhance their ability to use our action training approach and to provide both formal and on-site training.

Contractor Management: Managing the Individual Client Efforts

The Team Planning Meeting (TPM) is an organized process by which a group of persons responsible for an assignment come together in a concentrated effort to define, plan for and mobilize to accomplish the work. We will use the TPM method to organize our own management team to undertake the objectives and activities of the project and will also use it to assure performance of our consortium in providing consulting and training to client organizations.

TPM covers two dimensions: Task Functions, i.e., what is to be done and how, and Team Building, i.e., melding the member into an effective temporary organization. The objectives of TPM include:

- . Assuring that all logistical and administrative arrangements are understood and in place.
- . Achieving agreement concerning objectives, strategy, roles and responsibilities for both the team and for each member.
- . Establishing processes for reviewing the work and for redirecting the effort as necessary to reach the objectives.
- . Developing awareness and sensitivity to cultural characteristics and organizational factors influencing the team's performance.

Members of our team were among the originators of the TPM methodology designed for AID. This approach is quickly finding acceptance among AID project personnel as an effective tool for accelerating the establishment of an effective project team and maintaining high performance. We feel there are important benefits from using this method, including:

- . A well prepared field team as a whole and contractor teams for specific client efforts
- . An integrated team
- . A responsive field strategy
- . Improved morale and performance
- . A better team result
- . Improved feedback and learning

We find that the TPM approach results in technical assistance teams that are informed, integrated, responsive, client-oriented, prepared for action, and productive.

One of our objectives in this project is to leave behind an effective training consulting capacity in our consortium members. The use of the TPM is one among several specific strategies to strengthen management capacity to provide responsive training and consulting services.

Some of the other elements in our strategy to transfer new technologies to our consortium members are the workshop strategies we will teaching them, as well as how to use these strategies with project clients. These workshops include:

- . The Training Needs Assessment Workshop
- . The Management Audit Workshop
- . The Monitoring and Evaluation System Design and Installation Workshop
- . Specific management and technical training workshops designed through the project

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Institutional Development

The following paragraphs briefly describe MSI's proposed approach to institutional development in general and to the institutional development objectives of this project in particular.

We find it particularly useful in looking at issues of institutionalization and institutional development to begin by defining institutional development or technology transfer as:

Successful technology transfer or institution building is any process which results in the sustained adoption of changes or innovations which improve the production or delivery of socially or commercially valued goods or services.

The purpose of this definition is to pass on the three key aspects of the process, namely the concept of sustainability (which includes both will and capacity), the notion of innovation (including its implications for the diffusion of change) and the focus on tangible performance standards. Unless a given change or set of changes are likely to be continued and are demonstrably more effective than what came before, little can be said to have been gained in terms of organizational or institutional development. Perhaps even more importantly, unless the organization has, in the process of change, learned something about how to change, it has failed to learn the most important lesson and is unlikely to make the future adaptations necessary to sustain or improve on its first-round performance improvements.

Through our work in development administration and project management, we have evolved a simple organization model which has proven to be helpful in designing, implementing, and assessing institutional development and management improvement efforts. We have also developed a philosophy for carrying out such efforts.

The model represents an elaboration of the one originally developed by Milton Esman. It suggests that projects or organizations can be described in terms of several elements, and that institutionalization can be judged as meaningful to the extent it has had an abiding effect on any or all of these. These elements include:

- . Leadership (quality, depth)

- . Mission (focus, degree it is understood and shared, motivational powers)
- . Program (focus, relevance)
- . Structure (clarity of roles and responsibilities, congruence with program)
- . Systems (routinization of the routine, feedback on performance)
- . Incentives (congruence with objectives)
- . Resources (human, physical, financial)
- . Linkages (to clients, donors and collegial organizations)

We frequently use this list as a diagnostic checklist in undertaking institutional analyses and in planning institutional development interventions

Philosophically, we are committed to a client-responsive approach which is collaborative in nature and regards the solution of any particular problem, or the meeting of any particular need, as a potential opportunity to strengthen the capabilities of, and cooperation among, the institutions and individuals involved. We have found that this goal is best served by adopting an approach which is built on the following 7 principles:

1. Focus on objectives before procedures
2. Strive for simplicity
3. Build on what exists
4. Emphasize the use of teams, with team-building as an intended by-product of all consulting efforts
5. Encourage decisions based on evidence and objective feedback
6. Use systematic management tools and common terminology to force clear and effective communication
7. Encourage contact with consumers and beneficiaries

These principles have come to be central to all of MSI's management improvement efforts; MSI would therefore propose to employ them as operational guidelines for the Kenya Agricultural Management Project.

The relationship between process and systems has received considerable attention in the institutional development literature. Early efforts to develop approaches for improving implementation were characterized by a controversy between the proponents of improving the process of management and proponents of improved management systems and tools. This dichotomy is, in the view of MSI, both inappropriate and counterproductive. Experience clearly demonstrates that systems and tools are not sufficient to alter the behavior of managers. Neither is it feasible, it seems, to seek long term management improvements solely by changing the attitudes and operating styles of managers.

A more realistic perspective recognizes that an appropriate set of management systems and tools are essential to good management, but that the process by which these tools are developed, installed, applied and modified is critical to their utility. The systems help to focus attention on crucial issues, record conclusions and agreements, and ensure consistency and accountability. The process helps to ensure that the systems are appropriate, understood and used. A powerful secondary effect of such an integrated approach is an increased sense of teamwork and shared purpose among all those involved.

Performance improvement efforts inevitably affect organization. By viewing them as opportunities to strengthen those ongoing organizations, their positive effects can be maximized and their possible disruptive or fragmented consequences can be reduced to a minimum. This approach requires considerable sensitivity to the structure, procedures and constraints of local organizations and a willingness to work within this context. We thus believe that our knowledge of, credibility with, and enthusiasm for working with the local organizations involved in this project represent important strengths in our proposed team and approach.

Finally, it is perhaps useful to consider why successful institutional development and genuine institutionalization do not happen more frequently. Some years ago, MSI was asked to review a number of development projects in an effort to answer this question. This research indicated that institutional development efforts were often hampered by one or more of the following factors:

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- . Leadership (quality, depth)

- . Lack of will
- . Lack of awareness
- . Lack of accountability
- . Lack of skill

In our consulting and training activities, we recommend that these problems be addressed, in part, by asking all parties (e.g. AID, host governments, and contractor) to agree to explicit institutional objectives and a basic strategy for achieving them. The issue is often posed in terms of the following questions: "What would you like to see left behind at the end of this improvement effort, and how do you propose to ensure that that happens?" Such discussions often take place in the context of Team Planning Meetings.

We have also found that it is useful to ask participants in the process to consider the available options for carrying out the process of capacity building. These options include technical assistance, training, system development and information transfer. By considering this range of options explicitly and (where appropriate) collaboratively, a number of additional elements are normally added to the basic strategy and increased levels of understanding, commitment, and accountability are obtained.

As mentioned under Task 3, our Project Promotion Specialist prepared a memo on specific points to be considered in the development of the project promotional campaign. These remarks are presented below.

Some Ideas on Promotion of the Project

Objective

The objective will be to give the program adequate publicity to a wide spectrum of targeted groups - hence the need to develop an effective campaign that can be executed through a variety of local media.

Observation

Promotional efforts should, of necessity, be in line with observed trends in the country's agricultural set-up. For example:

- a. Individually owned large-scale farms are on the decline. There are only a few pockets in the country where large-scale farms continue to operate, namely:

| | | |
|-----------------|---|------------|
| Kiambu District | - | for coffee |
| Nyandarua |) | |
| Nanyuki |) | for cattle |
| Laikipia |) | |
| Nakuru |) | |
| Nyandarua |) | for wheat |
| Narok |) | |
| Mumiasi |) | |
| Mohoroni |) | for sugar |
| Ramuzi |) | |
| South Nyanza |) | |
| Kericho | - | for tea |
| Trans Nzoia |) | for maize |
| Uasin Gishu |) | |

- b. There are a number of government-owned or supported farming activities, namely:

- . A.D.C. (Agricultural Development Corporation) farms
- . South Nyanza Sugar Authority
- . Bura Irrigation Scheme
- . Tana & Athi River Development Authority
- . Lake Basin & Rift Valley Development Authorities

These are just examples.

- c. Small-scale farmers form the bulk of rural population activities. Many are organized into societies, for example:

- . Kenya Coffee Growers Association

- . Kenya Farmers Union
- . Kenya Grain Growers Association
- d. There are the Government support institutions, for example:
 - . Agricultural Finance Corporation
 - . Coffee Board of Kenya
 - . Maize and Cereal Board
 - . Kenya Tea Development Authority
 - . Horticultural Development Authority
- e. In addition there are other support organizations which help in the development of Agriculture in this country, for example:
 - . Kenya Meat Commission
 - . Agricultural Society of Kenya
 - . Kenya Chamber of Commerce

Strategy

Our campaign strategy to publicize this program will have to address itself to the above named target groups given as examples. Support and origination materials will be drawn by qualified Advertising Agencies and/or Artists.