

MINISTRY OF PLANNING AND NATIONAL DEVELOPMENT
NAIROBI, KENYA

COMMISSION OF THE EUROPEAN COMMUNITIES
BRUSSELS, BELGIUM

EVALUATION OF THE
MACHAKOS INTEGRATED DEVELOPMENT PROGRAMME,
KENYA

- Price Tender -

B M B
Management Consulting for Development B.V.,
Tilburg, the Netherlands

in association with

Muticon
Mutiso Consultants Ltd.,
Nairobi, Kenya

P 6978/8812

March 1988



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Ministry of Planning and
National Development
The Treasury
Att. Mr J.J. Isige
P.O. Box 30005
NAIROBI - Kenya

re
our ref
your ref
date

UzK/MzL/8023

16 March 1988

Evaluation of the Machakos Integrated
Development Programme

Dear Sir,

We are pleased to submit for your consideration our proposal for the execution of the above-mentioned evaluation.

As you can see from the proposal, for the execution of this assignment BMB would work together with the Kenyan firm of consultants, Muticon.

As required in the letter of invitation, our technical and price tenders are presented in separate envelopes.

We trust that our proposal meets your requirements. Please do not hesitate to contact us should you require any further information.

Yours faithfully,

B M B

Management Consulting for Development B.V.


R. Koopmans
Director Africa

cc.: Mr S. Pivetta, Commission of the European Communities,
Brussels
Commission Delegation, Nairobi

EVALUATION OF THE
MACHAKOS INTEGRATED DEVELOPMENT PROGRAMME,
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DRAFT CONTRACT

Country: Kenya
Institution: Ministry of Planning and National Development

Contract Amount: ECU 199,525
Date of notification*:

DRAFT CONSULTANCY CONTRACT K-5/87

Financing: 5th European Development Fund
Title**: Evaluation of MIDP Phase II and Preparation of a
Proposal for MIDP Phase III
Accounting No.**:
Consultant: BMB, Management Consulting for Development B.V.,
Tilburg, the Netherlands

ANNEXES:

- A. Terms of Reference and Schedule of Presentation of Meetings and Reports
- B. Organization and Implementation Method
- C. Number of Staff Assigned and Programme of the Study
- D. Staff Curricula
- E. Breakdown of Prices
- F. Tax and Customs Arrangements
- G. General Provisions for Consultancy Contracts

* Date to be indicated by the Government of the Republic of Kenya.
** The title and accounting numbers must be quoted in all correspondence
and on all payment documents.

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CONSULTANCY CONTRACT NO. K-5/87

BETWEEN the Government of the Republic of Kenya, represented by the Permanent Secretary, Ministry of Planning and National Development, hereinafter called "the Administration", of the one part

AND BMB, Management Consulting for Development B.V., which has its headquarters in Tilburg, the Netherlands, represented by its Director, hereinafter called "the Consultant", of the other part

THE FOLLOWING HAS BEEN CONCLUDED AND AGREED:

AGREED

The Administration entrusts to the Consultant, who accordingly accepts, the responsibility to undertake an evaluation of MIDP Phase II and prepare a proposal for MIDP Phase III.

The contract is financed by the European Economic Community from the resources of the European Development Fund.

PART A - PARTICULAR PROVISIONS

Preamble

1. The General Provisions for Consultancy Contracts (VIII/464/73-E) (Or. F) (Rev. 1) comprising Annex G form part of this contract.

2. The Special Provisions make specific and supplement the General Provisions or may derogate from the latter.

3. The numbering of the articles of the Special Provisions is not consecutive and, except as regards this Preamble, follows that of the articles of the General Provisions.

4. All annexes mentioned in the following text form part of the contract.

A

CHAPTER 2 - OBLIGATIONS OF THE CONSULTANT

Article 2.1 General Obligations

2.1.6 The Consultant shall mention on the first page of any report and tender documents the following text:

"This contract is financed by the European Economic Community from credits of the European Development Fund and is prepared by BMB, Management Consulting for Development B.V. It neither reflects necessarily in its concept or elaboration the opinion of the Administration nor that of the Commission of the European Economic Community".

2.1.9 Cover for the risks of illness shall also include the Consultant's responsibility for indirect costs resulting from illness and accidents, in particular, the cost of repatriation on health grounds, the replacement of a sick employee, etc.

In addition to this insurance, the Consultant shall be required to take out insurance for the period of performance of the contract until the date of approval of the final report, in his name and on behalf of the Administration, for losses or damage for which he is responsible under the contract. This insurance shall cover the total value of all equipment and works coming under the contract. The insurance shall be taken out within three weeks following notification of the contract and may be on a progressive scale as performance of the contract proceeds.

2.1.10 The Consultant shall undertake not to recruit for the purpose of the contract established staff employed by the public authorities of the ACP state concerned or as concerns staff who have resigned their posts, not to recruit such staff without the agreement of the Administration.

Article 2.3 Liability of the Consultant

2.3.3 In the event of errors or omissions by the Consultant in the provision of services under this contract, the Consultant shall bear the cost of modifications or corrections to documents and plans drawn under his direction, without prejudice to compensation for the Administration based on the damage sustained. The financial liability of the Consultant shall be limited to the total value of the contract.

A

Article 2.4 Administrative Orders, Amendments, Law of the Contract

2.4.2 Amendments

The Administration may issue or agree to amendments which provide for changes within the scope of work described in Article 2.5 et al, and, if justified, for an appropriate adjustment of fees and completion date under this contract. No such amendments nor any other modification of this contract shall be made except in writing signed by the Consultant and the Administration and approved by the Commission.

Article 2.5 Nature of Studies and Services

Terms of Reference: The terms of reference defining the nature of the study are contained in Annex A to these Special Provisions.

Article 2.6 Staff and Equipment

2.6.6 A list of the professionals who will carry out the work defined in this contract is presented in Annexes C and D together with curriculum vitae giving full details of qualifications and previous experience of each professional. None of the agreed staff will be changed without prior approval of the Administration.

2.6.7 The study timetable is described in Annex B.

Article 2.7 Language

All correspondence, notices, reports and documents given or served under this contract shall be in English.

Article 2.10 Time Limits for Submission of Reports

2.10.1 The Consultant shall submit reports as follows:
- monthly notes, at the end of each month after the start of the field work;

B

- Draft Report Evaluation Study, within three and a half months after conclusion of the contract;
- Final Report Evaluation Study, within one month after approval of or observation on the Draft Report by the Administration;
- Draft Report MDP Phase III, within three months' notice by the Administration;
- Final Report MDP Phase III, within one month after approval of or observations on the Draft Final Report by the Administration;
- of each report 15 copies shall be sent to the Ministry of Planning and National Development and 5 copies to the EEC Delegate.

CHAPTER 3 - OBLIGATIONS OF THE ADMINISTRATION

Article 3.2 Official Responsible for Directing Performance of the Contracts

The Consultant will work under the responsibility of the MDP Programme Officer, who will liaise with the Consultant and other interested parties (ministries, parastatals, commercial organizations, etc.).

3.5.1 Approval by the Administration of Reports

The Administration will notify the Consultant of his approval of or observations on the draft reports and final reports within 30 calendar days of receipt. Should the Consultant not receive any observations from the Administration within the period stipulated above, the reports in question shall be considered approved.

CHAPTER 4 - FIXING OF PRICE

Article 4.1 Fixing of Price

The price of the present contract is based on a fixed sum and partly on reimbursement of expenses.

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4.1.1 Fixed Sum

The fixed sum to be paid to the Consultant is ECU 111,650 (one hundred and eleven thousand, six hundred and fifty ECU) for the part of the study relating to the evaluation of MIDP Phase II, and ECU 49,300 (forty-nine thousand, three hundred ECU) for the phase of the study relating to the formulation of a project proposal for MIDP Phase III, and is not subject to revision. The fee covers all expenditure necessary for the evaluation of the contract including all reporting costs excepting the reimbursables listed in Article 4.1.2 below.

4.1.2 Reimbursable Expenses

These will be paid as follows:

- return economy class air fares on presentation of used ticket stubs;
- excess baggage on the basis of invoices and receipts up to a defined maximum;
- subsistence allowances (per diem allowances at a fixed rate for days actually spent in Kenya up to a defined maximum);
- local travelling (car journeys).


On the basis of unit costs detailed in Annex E of the Special Provisions, the amount of the contract is fixed at ECU 199,525 (one hundred and ninety-nine thousand, five hundred and twenty-five ECU).

Article 4.3 Currency of the Contract

4.3.1 The currency of the contract is the European Currency Unit (ECU).

Article 4.4 Currency of Payment

Payments will be made to the Consultant in the currency of his country of origin corresponding to the amounts as expressed in Annex E and in Kenya shillings for all local costs incurred, including Kenyan consultants' fees.



Article 4.5 Rates of Conversion

4.5.1 The rate of exchange shall be that registered by the Commission of the European Communities (CEC) on the date of processing by CEC of a payment order issued by the Administration.

Article 4.6 Method of Payment

4.6.1 Terms of Payment

Payments to the Consultant shall be made as follows:

Fixed Sum, Article 4.1.1

- MDP Phase II Evaluation:
 - . 80% of the fixed sum relating to this part of the study upon presentation of the Draft Report;
 - . 20% of the fixed sum relating to this part of the study upon acceptance of the Final Report.
- Formulation of Project Proposal, MDP Phase III:
 - . 80% of the fixed sum relating to this part of the study upon presentation of the Draft Report;
 - . 20% of the fixed sum relating to this part of the study upon acceptance of the Final Report.

Reimbursable Expenses, Article 4.1.2

Upon submission of invoices with documentary proof of expenditure.

Article 4.6.4 Advance

4.6.4.1 At the request of the Consultant, an initial advance of 20% of the total contract value shall be granted in accordance with Article 4.6.4 of the General Provisions.

4.6.4.5 Reimbursement of the advance shall be made, by deductions, as follows:

- 50% of the advance reimbursement from the first payment;
- 50% of the advance reimbursement from the second payment.

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Article 4.7 Procedure of Payment

4.7.5 Payments in ECU shall be made into account nr. 522421482, ABN B.V., Spoorlaan 346, 5038 CC Tilburg, the Netherlands. Payments in Kenya shillings shall be paid into the Consultant's bank account with ABN, Nairobi.

CHAPTER 5 - CONCLUSIONS OF THE CONTRACT AND DATE ON WHICH IT BECOMES OPERATIVE

Article 5.1 Conclusions of the Contract and Date on Which It Becomes Operative

- a. In principle the contract covers a period of .. months from the time of signature of the contract to the time of submission of the final draft report.
- b. The client reserves the right to extend any or all parts of the study.
- c. The contract shall become operative on the date of notifications.

CHAPTER 6 - FISCAL AND CUSTOMS ARRANGEMENTS

Article 6.1 Fiscal and Customs Arrangements

The fiscal and customs arrangements applicable to the Consultant and his employees shall be as defined by Protocol No. 6 of the Lomé Convention.

CHAPTER 9 - NON-PERFORMANCE OF THE CONTRACT

Article 9.3 Liquidated Damages

In the event of delayed presentation of any reports, where such delays are directly attributable to the Consultant he will be liable to liquidated damages equal to one thousandth of the value of the phase concerned for every day of delay. The Consultant's liability for liquidated damages shall not exceed 15% of the value of the contract.

CHAPTER 13 - NOTIFICATIONS OF ADDRESSES

Article 13.2 Addresses

The addresses for notification relating to performance of this contract are:

The Administration:

The Permanent Secretary
Ministry of Planning and National Development
P.O. Box 30005
NAIROBI
Kenya

The Consultant:

BMB, Management Consulting for Development B.V.
P.O. Box 1
5000 AA TILBURG
The Netherlands

The Commission of the European Communities:

Directorate General for Development, DG VIII
200 Rue de la Loi
B-1049 BRUSSELS
Belgium

The Delegation of the CEC:

Delegation of the Commission of the European
Communities
P.O. Box 45119
NAIROBI
Kenya


The Paying Agents:

For payments in Foreign Currency:

Commission of the European Communities, Brussels,
Belgium

For payments in Kenya shillings:

The Central Bank of Kenya
P.O. Box 60000
NAIROBI
Kenya



The Consultant:
BMB, Management Consulting
for Development B.V.

The Administration:



R. Koopmans
Director Africa

Authorized Representative

Date: 16/3/88

Date: _____

Endorsed by the Delegate
of the Commission of the
European Communities in
Kenya

Delegate

Date: _____

ANNEX E
BREAKDOWN OF PRICES

BREAKDOWN OF PRICES: EVALUATION OF MIDP PHASE II

	Unit	Max. No.	Unit Price	No. of Man-Months		Total Payments (expressed in ECU)	
				Expatriate	Kenyan	In Europe	In Kenya
A. Fixed Costs							
I. Personnel (fees)*							
- Specialist in Organization + Management/Team Leader	m-m	3.5	10,000	3.5		35,000	-
- Rural Sociologist/Institutional Expert/Deputy Team Leader	m-m	2.8	9,000		2.8	-	25,200
- Soil and Water Conservation Specialist	m-m	1.4	8,500	1.4		11,900	-
- Agronomist	m-m	2.0	8,500	2.0		17,000	-
- Livestock Expert	m-m	0.9	8,500		0.9	-	7,650
- Rural Water Supply Engineer	m-m	1.4	8,500		1.4	-	11,900
		12.0		6.9	5.1	63,900	44,750
II. Other Fixed Costs							
Report preparation						3,000	-
Sub-Total Fixed Costs						66,900	44,750
B. Reimbursables on Supporting Documents							
I. Economy class return air fares	trip	2	2,175			4,350	-
II. Excess baggage	kg	10	20			200	-
III. Subsistence allowance: Nairobi	day	45	83			-	3,735
Elsewhere	day	300	32			-	9,600
IV. Local travelling	day	360	20			-	7,200
Sub-Total Reimbursables						4,550	20,535
TOTAL AMOUNT						71,450	65,285

* Alternative team composition possible.

BREAKDOWN OF PRICES: FORMULATION OF PROJECT PROPOSAL FOR MIDP PHASE III

	Unit	Max. No.	Unit Price	No. of Man-Months		Total Payments (expressed in ECU)	
				Expatriate	Kenyan	In Europe	In Kenya
A. Fixed Costs							
I. Personnel (fees)*							
- Specialist in Organization + Management/Team Leader	m-m	2.3	10,000	2.3		23,000	-
- Rural Sociologist/Institutional Expert/Deputy Team Leader	m-m	0.7	9,000		0.7	-	6,300
- Soil and Water Conservation Specialist	m-m	0.5	8,500	0.5		4,250	-
- Agronomist	m-m	0.5	8,500	0.5		4,250	-
- Livestock Expert	m-m	0.5	8,500		0.5	-	4,250
- Rural Water Supply Engineer	m-m	0.5	8,500		0.5	-	4,250
II. Other Fixed Costs		5.0		3.3	1.7	31,500	14,800
Report preparation						3,000	-
Sub-Total Fixed Costs						34,500	14,800
B. Reimbursables on Supporting Documents							
I. Economy class return air fares	trip	2	2,175			4,350	-
II. Excess baggage	kg	10	20			200	-
III. Subsistence allowance: Nairobi	day	60	83			-	4,980
Elsewhere	day	30	32			-	960
IV. Local travelling	day	150	20			-	3,000
Sub-Total Reimbursables						4,550	8,940
TOTAL AMOUNT						39,050	23,740

* Alternative team composition possible.

Ref. (a)	Items (b)	Unit (c)	Quantity (d)	Unit rate (e)	Amount in ECU (f)
A.	Carryover subtotal A. Fees	man-month			154,950
B.	Direct expenses				
B.1.	Daily allowances (<i>per diem</i> for short-term services on the spot)	man-day	105	83	8,715
	Nairobi elsewhere	man-day	330	32	10,560
B.2.	Accommodation (rent for medium- and long-term services on the spot)	man-month			
B.3.	Car journeys (on the spot)	day	510	20	10,200
B.3.1.	- depreciation lease	veh.-month			
B.3.2.	- maintenance, fuel, insurance, etc.	veh.-month			
B.4.	Auxiliary staff (on the spot)	month			
B.5.	Office equipment - branch office (depreciation)				
B.5.1.	- office furniture and administrative equipment	month			
B.5.2.	- special apparatus	month			
B.6.	Running of office(s) - branch office	month			
B.7.	Publication expenses	fixed amount			6,000
B.8.	Exploratory work				
B.9.	Duty visits to Europe	man-day			
B.10.	Data processing (at head office)				
	Subtotal B.				35,475
C.	"Refundable" expenses				
C.1.	Long-distance travel (round trip)	journey	4	2,275	9,100
C.2.	Travel to Europe	journey			
C.3.	Local transport other than by road				
C.4.	Unaccompanied baggage	kg			
C.5.	Transport of technical equipment	kg			
C.6.	Special apparatus (used by head office)				
C.7.	Studies carried out by third parties				
C.8.	Specific insurance				
C.9.	Models				
C.10.	Equipment and work for the administration				
C.11.	Local taxes (where applicable)				
C.12.	Additional reproduction cost (documents)				
	Sub-total C.				9,100

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Ref. (a)	Items (b)	Unit (c)	Quantity (d)	Unit rate (e)	Amount in ECU (f)
C.	Carryover subtotal C. Refundable expenses				9,100
D.	Possible additions or deductions (bonuses, etc.): Sub-total D.				
E.	TOTAL AMOUNT OF THE CONTRACT IN ECU: (A) + (B) + (C) + (D) =				199,525
F.	CURRENCY/CURRENCIES USED FOR CONTRACT:				ECU
G.	TOTAL AMOUNT OF CONTRACT IN THE CURRENCY USED FOR CONTRACT:				199,525

7. Number of experts covered by item A. "Fees" in point 6.: 6

8. Name and function of person completing this form: R. Koopmans, Director Africa

Consultancy firm: BMB, Management Consulting for Development B.V.

Signature:



ANNEX F

TAX AND CUSTOMS ARRANGEMENTS

PROTOCOL NO. 6 ON
THE TAX AND CUSTOMS ARRANGEMENTS
APPLICABLE IN THE ACP STATES TO CONTRACTS
FINANCED BY THE COMMUNITY

Article 1

1. The ACP States shall apply to contracts, financed by the Community, tax and customs arrangements no less favourable than those applied vis-à-vis the most favoured State or most favoured international development organization.

For the purpose of applying the first subparagraph no account shall be taken of arrangements applied to ACP States or other developing countries.

2. Subject to paragraph 1 the ACP States shall apply to contracts financed by the Community the arrangements laid down in Articles 2 to 12.

Article 2

Contracts financed by the Community shall not be subject in the beneficiary ACP State to stamp or registration duties or fiscal charges having equivalent effect, whether such charges exist or are to be instituted.

They may, however, be subject to the formality of registration, in accordance with the laws in force in the ACP States. This formality may entail the collection of fees which correspond to payment for the service provided and which do not exceed the cost of the deed in accordance with the legal provisions in force in each ACP State concerned.

Article 3

1. Study, inspection or supervision contracts financed by the Community shall not give rise to turnover tax in the beneficiary ACP State.
2. Profits arising from carrying out works, study, inspection or supervision contracts financed by the Community shall be taxable according to the internal fiscal arrangements of the ACP State concerned, provided that the natural or legal persons who realized such profits in that State have a permanent place of business there or that the contracts take longer than six months to carry out.

Article 4

1. Imports under a supply contract financed by the Community shall cross the frontier of the beneficiary ACP State without being subject to customs duties, import duties, taxes or fiscal charges having equivalent effect.
2. Where a supply contract financed by the Community involves a product originating in the beneficiary ACP State, the contract shall be concluded on the basis of the ex-works price of the supplies in question, to which shall be added the internal fiscal charges applicable in the ACP State to those supplies.
3. The exemptions shall be expressly provided for in the text of the contract.

Article 5

Fuels, lubricants and hydrocarbon binders and, in general, all materials used in the performance of a works contract financed by the Community shall be deemed to have been purchased on the local market and shall be subject to fiscal rules applicable under the national legislation in force in the beneficiary ACP State.

Article 6

Undertakings which must import professional equipment in order to carry out works contracts shall, if they so request, benefit from the system of temporary admission as defined by the national legislation of the beneficiary ACP State in respect of the said equipment.

Article 7

Professional equipment necessary for carrying out tasks defined in a study, inspection or supervision contract shall be temporarily admitted into the beneficiary ACP State or States free of fiscal, import and customs duties and of other charges having equivalent effect where these duties and charges do not constitute remuneration for services rendered.

Article 8

1. Personal and household effects imported for personal use by natural persons, other than those recruited locally, engaged in carrying out tasks defined in a study, inspection or supervision contract shall be exempt from customs

duties, import duties, taxes and other fiscal charges having equivalent effect, within the limit of the national legislation of the beneficiary ACP State.

2. These provisions shall also apply to members of the families of the persons referred to in paragraph 1.

Article 9

1. The Commission Delegate and the staff appointed to the Delegations, with the exception of staff recruited locally, shall be exempt from all direct taxes in the ACP State in which they are installed.
2. The staff referred to in paragraph 1 shall also be covered by Article 8.

Article 10

The ACP States shall grant exemption from all national or local duties or fiscal charges on the interest, commission and amortization due on assistance given by the Community in the form of special loans, subordinated or conditional loans through risk capital or loans from the own resources of the Bank, as referred to in Articles 101 and 105 of the Convention.

Article 11

Any matter not covered by this Protocol shall remain subject to the national legislation of the States party to the Convention.

Article 12

The above provisions shall apply to the performance of all contracts financed by the Community and concluded subsequent to the entry into force of the Convention.

MINISTRY OF PLANNING AND NATIONAL DEVELOPMENT
NAIROBI, KENYA

COMMISSION OF THE EUROPEAN COMMUNITIES
BRUSSELS, BELGIUM

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MACHAKOS INTEGRATED DEVELOPMENT PROGRAMME,
KENYA

- Technical Tender -

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P 6978/8312

March 1988

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NAIROBI, KENYA

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March 1988

EVALUATION OF THE
MACHAKOS INTEGRATED DEVELOPMENT PROGRAMME,
KENYA

- Technical Tender -

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STATEMENT BY TENDERER



management consulting
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Ministry of Planning and
National Development
The Treasury
Att. Mr J.J. Isige
P.O. Box 30005
NAIROBI - Kenya

re
our ref
your ref
date

UzK/MzL/8024

16 March 1988

Evaluation of the Machakos Integrated
Development Programme

Dear Sir,

In response to your letter of invitation of 26 January 1988
(ref. no. EPD/A262/44/01), we are pleased to submit for your
consideration three originals of our technical tender for the
execution of the above-mentioned evaluation.

As leading partner of the two associated firms BMB, Management
Consulting for Development, the Netherlands, and Muticon, Mutiso
Consultants Ltd., Kenya, we declare that the two firms will
carry out the evaluation in conformity with the provisions and
terms of the rules governing the invitation to tender and of the
draft contract.

Yours faithfully,

B M B
Management Consulting for Development B.V.

R. Koopmans
Director Africa

- 3 -

ANNEX A

TERMS OF REFERENCE

1. THE PROJECT

1.1 BACKGROUND

The Machakos Integrated Development Programme (henceforth referred to as MIDP) has been conceived as a long term programme to improve and accelerate rural development in one of the poorest and most heavily populated Districts of the Republic of Kenya. MIDP has been the first major project with the Government's policy to put particular emphasis on the development of arid and semi-arid land.

The main objectives of the MIDP project are to preserve the physical resources of the 14,000 sq.km. District to develop water resources, to promote and improve agriculture and livestock, to contribute towards creation of off-farm employment and provide social infrastructure.

Implementation of MIDP started in 1978. The first phase of the operation financed jointly out of EDF and GOK funds (total project cost approximately 20 million ECU) came to an end in June 1983. The second phase followed with a project (Water and Rural Development for a total of 15.2 m ECU). This will come to an end in June 1988.

1.2 Previous Project Evaluations

In accordance with the provisions of the Financing Agreement a mid-term evaluation of the project was undertaken in May 1980 by a team composed of representatives of the 10 ministries involved and the Commission's services. A second in-house evaluation of MIDP was undertaken during December/January 1981/82.

The Overseas Development Institute evaluated in 1983 and presented supporting documents for the project's second phase.

Baseline data covering only specific subjects were collected by ECOSYSTEM and ADEC in 1986.

1.3 Present Need for Evaluation

The present second phase which is nearing its end needs to be evaluated. The criteria justifying the project's financing request now need to be checked and verified.

Various studies, including MIDP's own reviews of the project have now gathered a series of basic information on cultivated areas, livestock and population growth patterns, evolution in the domain of water resources, and the project itself is currently appraising the water situation and will draw up a rough development master plan.

Based upon this information, documents, and of course exhaustive field visits, the study will present a clear evaluation of the second development phase of the district.

1

2. Terms of Reference for MIDP Phase II Evaluation

2.1 General Objectives and Framework

The study should evaluate the objectives, design, implementation, impact and viability of the project. It should include critical assessments of the social, institutional and economic environment of the project, of the objectives as initially determined and as modified during implementation of the programme defined in the Financing Agreements and as subsequently modified, and of the impact of the project activities in the area, especially whether the targets and objectives were achieved and whether benefits are sustainable in the long run.

It should be based primarily on the Financing Proposals and Agreements, work plans and budgets, quarterly and annual reports, on field visits and interviews with farmers and project staff, and on discussions with those responsible for the implementation of the project. It should also take into account the General Evaluation Criteria.

2.1.2 Presentation of the District

- A short but general and exhaustive presentation of the area will be presented at first, including in annex all the up-dated basic data on population, (farmers distribution, plot sizes, etc.), productions, etc. as presented (and checked by the consultant) in the various reports mentioned in preamble and data as collected by the Project Management Unit.
- A separate and concise presentation of the most important features of the District (interalia the population, important sectors of activity and potential) will be the subject of a separate paragraph.
- This overall geographical, demographical and economical picture of the District should show in brief its main assets and constraints.

2.1.3 Presentation of the Project and Overall Project Design


A short and general presentation of the project is the object of this paragraph together with an exhaustive description of the district focus development policy in Machakos. In summary, the consultant will check whether MIDP is integrated within the District Focus Development policy.

2.2 Project Evaluation

2.2.1 Sectoral Analysis of Project (Design, Objectives and Implementation)

Objectives

The study should assess how the objectives were originally defined, whether they were realistic given the prevailing social, institutional and economic situation, and whether the objectives were modified where and when appropriate.



Implementation

The study will examine each project component. It will compare the results achieved with intended results (project effectiveness) and with the means employed (efficiency). It will pay attention to the financial and budgetary control of the project, to the monitoring of the project by those concerned, to the links with other development activities and to the participation of the population at all stages.

Design

A judgement will be included in whether the components were correctly chosen priorities. Where changes were made during implementation, identify them and indicate reasons for such changes.

Analysis

The above analysis will be carried out sector by sector following the work plan budget classification. For each sector it will describe the organigramme of the personnel involved (including its qualification and description of function). The achievement will be presented wherever possible in a diagrammatic format against the time span of the project life together with the targets.

For each sector listed below following the workplan budget numbering together with some comments indicating some possible thematic development useful for the definition of the next phase, a summary of this analysis will be presented (all data and mission reports supporting these summaries will be included in annex):

- 1.1 Extension of Services: Themes of action, interventions, achievements, etc.
- 1.2 Soil and Water Conservation: Terracing, systematic catchment, protection, etc.
- 1.3 Horticultural Development: Compare cost and results for each nursery, cost of seed multiplication versus direct purchase from other sources, etc.
- 1.4 Livestock Projects: Production costs, farmers' revenues, veterinary services efficiency, etc.
2. Cooperatives: Efficiency in helping farmers to increase production and income.
3. Forestry: Achievements and policy.
4. Water: Achievements and comparative description of the various water distribution and impounding systems. Special emphasis will also be put on describing how and by who the finished projects are managed and maintained. Recurrent costs involved shall be estimated. Present this analysis in a tabled form including the price of water paid by each water system consumer and explain the differences.

The consultant should in this respect only address himself to a few characteristic examples.



Describe the shortfalls of the project and list the urgent water needs.

5. Rural Industry: Achievements and implementation problems.
6. Social Services: Impact, speed of implementation, response from population, etc.
7. Adult Education: As 6 above.
8. Programme Management Unit (PMU): Analyse relation between the coordinating body and actions involved in the organigrammes of each above-mentioned sector. Analyse role of leadership of PMU on fostering and monitoring implementation programmes in each sector. Investigate the efficiency of the channeling of funds to various parts of the project, assess the accounting department capacity and the procedures set up for payments.
9. Physical Contingencies: Analyse use made of this section and in particular whether the studies and audits made were well implemented and useful to the project.

2.2.2 Executive Summary

From the above-mentioned exhaustive review, the consultant will now address himself to summarize general comments and observations. This will underline the main aspects of the sectoral analysis and will address itself in particular to the following points:

- Evaluation of agricultural approach (emphasis on certain crops adapted to the area, analysis of cash crops (coffee, cotton), comparison of crop revenues, efficiency of extension services, etc.
- Water policy and water projects planning, management and maintenance.
- Identification of the major constraints in general. Were all these constraints tackled by this project, and if not, why?
- Were the sectors selected sufficient?
- Impact of the project on the condition of women in the district.

2.3 Timing

The evaluation team will work in close association with relevant GOK officers of the implementing ministries and the Delegation of the EEC in Nairobi. The evaluation shall be done within a period of three and a half months after conclusion of the contract, including writing the draft final report. The administration will notify the consultant of approval of or the observations on the draft report and final report within one month after receipt. Should the consultant not receive any observations from the administration within the period stipulated above, the reports in question shall be considered approved. The final report will be submitted within one month after approval of observations on the draft report by the administration.

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3. Terms of Reference for Formulation of Project Proposal for MIDP III

3.1 General Objective

The general purpose is to prepare a project document based upon the evaluation which the Government of Kenya can submit to the European Economic Community as a request for continued financial support to extend the programme in Machakos for an additional four-year period. The project document shall contain all the necessary information to follow the EEC format for a financing proposal. The project will be part of the rural-urban sector financing package as mentioned in the Indicative Programme for Kenya (drawn up in June 1986). As such, its general objectives are not only to be a catalyst for the increase of food production in the district, but also to foster the development of water resources, management and maintenance, and any other subject which will render the district more attractive to farmers and industry, thereby offering jobs and income, and therefore reducing emigration towards the conurbations.

3.2 Project Document Presentation

- a) The subject of this side of the study is not only to propose an adequate continuation of MIDP II but also, in the light of its appraisal in paragraph 2 above, to identify all the possible fields of action on the critical path of the above-mentioned objective.
- b) The Project Document shall summarize the background and purpose of the programme including its national relevancy and priority, present a socio-economic situation of the area, problems and needs of the population as analysed in the evaluation study.

In particular, in the field of agriculture, it should devise a clear path of action and try and apply in-situ the results of research to be undertaken in Katumani. From this path of action, a string of well coordinated projects could be devised.

With regards to water development, analyse the master plan study devised by the Minsitry of Water Development in place and devise a plan of action to include the management and maintenance aspects. The Machakos town water supply should also be given particular attention and proposals should be awaited in that respect.

Special attention will be given to the mapping of the District. Are the available maps and documents up to date, accurate enough and what are the necessary actions to be undertaken to cover this almost preliminary developmental action.

Thematic maps (demography, industries, geography (rivers, rain, soils, etc.)), crop communications, services (water, electricity) will be added in annex.

All other sectors (transport, health, etc.) will be analysed separately, each of them being the subject of a separate chapter or paragraph, depending on its rated importance in the district development priorities.

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- c) The proposals for Phase III shall be presented including in the first instance, the general and sectoral strategies to overcome development constraints and to fulfill the needs of the population, the technical aspects of each component, management and maintenance, organisational and budgetary requirements, costing of components, financing plan and implementation schedule.

With regards to management or technical assistance needs, a special emphasis will be put on the implementation schedule of the involvement of technical assistance which should be phased out according to the Government Policy, as and when adequate counterparts have been made available. These propositions will emphasize on effectiveness and will therefore propose coherent lines or themes of actions to which the detailed projects or programmes will be clearly tied.

- d) The detailed scheduling of the step by step implementation of this Phase III will be presented with bar charts (by sector and overall) which shall include all possibly identifiable delays including studies. When preliminary or detailed design studies for implementation of projects and sub-projects are needed, these will be costed and their terms of reference presented in a corresponding series of annexes.
- e) Special attention shall be given to the maintenance aspect of all existing (or to be built) infrastructures. A presentation of the proposed maintenance organisation within each sectoral administration and of the budgets required shall be included in this separate chapter of the proposal.
- f) The expected effects of the measures listed shall be estimated and an economic analysis will be presented. Bearing in mind the difficulty in predicting all the relevant data, sensitivity analysis will be done.

3.3. Timing

The second phase of the study will be executed in a period of no more than two months including writing the draft final report, starting one month after the date the Government of Kenya has given indication that they will request EDF funding for an MIDP Phase III Programme and notice has been given to the consultant to start the formulation of a Project Proposal for Phase III. The final report will be submitted within one month after approval or the observations on the draft final report by the Administration. The Administration will notify the consultant of his approval of or observation on the draft report and final report within one month after receipt. Should the consultant not receive any observations from the Administration within the period stipulated above, the reports in question shall be considered approved.

The Ministry of Planning and National Development will provide the following specialists as counterparts to the consultant's team:

- Project Specialist
- Planning Officer, MIDP

The formulation team will work in close association with the Kenyan and Technical Assistance personnel of MIDP and the Delegation of the EEC in Nairobi and consult with relevant officers and ministerial headquarters. In particular, the District Development Officer and the MIDP Programme Officer will be closely involved in the exercise.

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4. Presentation of Reports

Short notes shall be drawn up every month describing the progress of the study and the meetings and visits effected, etc. and the problems encountered by the consultant. These notes shall be sent to MIDP, the NAO and the Delegation, who will then transmit them to whoever they think should be involved at this stage of the study. These progress notes are therefore of utmost importance to monitor the progress of the consultancy and help the consultant in his work. They will constitute the agenda of the monthly meetings of all the parties involved.

The evaluation team shall submit their draft and final reports to the Ministry of Planning and National Development (15 copies) and the European Economic Commission Delegate (5 copies) at the end of each stage of their assignment.

5. Consultant Proposal

In his proposal the above mentioned services the consultant will:

- indicate his experience in the field of expertise referred to under Chapters 2 and 3.
- give information on the qualifications and experience of the experts that he would be able to provide to carry out the study.
- provide a detailed work programme and a personnel bar chart allocating the estimated total of man/months required to the different experts and indicate the proposed methodology and approach.
- propose a detailed cost estimate for the services requested. As the formulation of the Project Proposal of Phase III is dependent on a Government approval (para. 3.3) separate cost estimates for both phases of the study must be given.

As far as provision of experts is concerned, the consultant will indicate rates per man/months including

insurance, medical and pharmaceutical expenses, social charges, family and other allowances, leave, general expenses and taxes in the country where he has his registered office. The breakdown of cost (Annex E to the contract) must be completed; one for the evaluation phase and one for the project formulation phase of the study.

6. The Consultancy Team

It is envisaged that the consultancy team will consist of the following personnel with responsibilities and experience as described below. Alternative proposals will, however, be considered:

- i. A specialist in organisation and management of rural development schemes. It is suggested that the expert should act as team leader and coordinate the work of the other specialists in the team.

The specialist should:

- have a good understanding of the various components as mentioned in paragraph 2.2.1
- knowledge of and experience in project evaluation methodologies.

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- be specifically concerned with the analysis of the Programme Management Unit and therefore have knowledge of and experience in organisation and management of similar bodies in developing countries
 - knowledge of accounting and payment procedures
 - knowledge of economics
 - hold an academic degree preferably in economics
 - have at least fifteen years of relevant experience in developing countries at least half of which in Africa
 - have fluency in English.
- ii. A Soil and Water Conservation Specialist - to be involved in the aspects of terracing, catchment protection, etc. The expert should:
- hold an academic degree in Agriculture (Soil and Water specialisation)
 - have at least ten years' relevant experience in developing countries of which at least half of which in Africa
 - have a fluency in English.
- iii. An Agronomist - to be involved in aspects of horticultural development, seed multiplication, forestry, etc. The expert should:
- have experience in horticultural development, forestry and have a broad understanding of tropical crops.
 - hold an academic degree in Agriculture (Agronomy)
 - have at least ten years' experience in developing countries at least half of which in Africa
 - have a fluency in English.
- iv. A Livestock Expert - to be involved in aspects of grazing management improvement of small livestock keeping, oxen cultivation and improvement of veterinary services. The expert should:
- have experience in animal production and animal health
 - hold an academic degree in Agriculture (Animal Production and/or Animal Health)
 - have at least ten years of relevant experience in developing countries at least half of which in Africa
 - have a fluency in English.
- v. A Rural Sociologist/Institutional Expert to assess the extension services, cooperatives, rural industry, social services and education programmes. The expert should:
- hold an academic degree in rural sociology or related area
 - have at least ten years of relevant experience in developing countries, at least half of which in Africa
- 1

- have a fluency in English

vi. A Rural Water Supply Engineer. The expert should:

- hold an academic degree in water supply engineering
- have at least ten years of relevant experience in developing countries
- have a fluency in English.

For each candidate proposed the consultancy firms shall present a signed and dated firm declaration (by the candidate himself) stating the candidate's willingness to take up the post concerned and confirmation of his availability.

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ANNEX B

TECHNICAL PROPOSAL

B.1 ORGANIZATION, METHODS AND GUARANTEE FOR THE PROVISION OF
THE SERVICES

B.1.1 Association Arrangement

In view of the stipulation in the letter of invitation that "only those proposals that link European and local consultants are to be considered by the tender committee", for the implementation of this assignment BMB has entered into a cooperation agreement with the Kenyan consulting firm Mutiso Consultants Ltd. (Muticon). Such a cooperation is entirely in line with BMB's standard policy of collaborating with local consultants wherever feasible.

Muticon will supply the Rural Sociologist/Institutional Expert, the Soil and Water Conservation Specialist, the Livestock Expert and the Rural Water Supply Engineer, whilst the Specialist in Organization and Management of Rural Development Schemes (also acting as Team Leader) and the Agronomist will be provided by BMB*.

However, as the main contractor, BMB will bear the ultimate responsibility towards the client for the proper execution of the assignment.

A copy of the Letter of Agreement in respect of the above association arrangement is presented overleaf.

* The proposed Soil and Water Conservation Specialist, being a non-Kenyan, will formally be employed by BMB.



management consulting
for development b.v.

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Muticon
Mutiso Consultants Ltd
P.O. Box 14333
NAIROBI
Kenya

re
our ref
your ref
date

UzK/JzO/8011

26 February 1988

Letter of Agreement in respect of Cooperation
on an evaluation of the Machakos
Integrated Development Programme, Kenya

Dear Mr Mutiso,

We refer to the various discussions held between you and us
about cooperation in the execution of the above assignment,
for which BMB has been invited to submit a proposal.

We herewith confirm that if the contract for the above
evaluation is awarded to BMB the assignment will be executed
jointly by you and us under the following conditions:

- a) BMB will act as leading partner, hold the contract
negotiations with the client, sign the contract and
maintain the necessary liaison with the client during the
execution of the assignment. BMB will, however, during
the preparation as well as the execution of the
assignment, maintain close consultations with Muticon in
all important matters which may affect the interests of
Muticon.
- b) For the implementation of the assignment Muticon will
provide the following experts for the periods mentioned:

	Man-months	
	Phase I	Phase II
- 1 rural sociologist/institutional expert	2.8	0.7
- 1 soil and water conservation specialist	1.4	0.5
- 1 livestock expert	0.9	0.5
- 1 rural water supply engineer	1.4	0.5
Total	6.5	2.2



- c) For the implementation of the assignment BMB will provide the following experts for the periods mentioned:

	Man-months	
	Phase I	Phase II
- 1 team leader/rural development specialist	3.5	2.3
- 1 agronomist/horticulturalist	2.0	0.5
Total	5.5	2.8

- d) The duties of the experts to be provided and the time scheduling of their inputs will be as described in the proposal (to be) submitted to the client. The contents of this proposal have been mutually agreed upon between BMB and Muticon.
- e) During the execution of the contract BMB will be responsible for all reporting to the client. The experts provided by Muticon will submit their reports to the team leader in such a form and at such time as to enable the latter and BMB to comply with the reporting requirements as stipulated in the contract.
- f) Unless specifically agreed otherwise the terms of the contract to be concluded between BMB and the client for the execution of the assignment will be binding for Muticon and for the staff provided by them as if it were a contract between the client and Muticon, on the understanding that Muticon will be responsible only for the parts of the contract that are carried out by their staff.

If you are in agreement with the above stipulations please sign one copy of this letter and return it to us.

Yours sincerely,

B M B
Management Consulting
for Development B.V.

Muticon
Mutiso Consultants Ltd
Development Management

Agreed:

R. Koopmans

Agreed:

G.-C. Mutiso

B.1.2 BMB - A Profile of the Company

BMB, Management Consulting for Development B.V. was originally founded in 1967 by two management consulting firms in The Netherlands: BERENSCHOT and BOSBOOM & HEGENER, and joined in 1975 by the Dutch auditing firm: MORET & LIMPERG. In 1976 SORCA-BMB joined the group, thereby further strengthening the consulting expertise.

With a background of over 50 years' experience gained by the parent companies in providing consulting services to the public and private sectors in Europe, BMB specializes in meeting the particular demands resulting from the increasing importance of the countries of Asia, Africa and Latin America.

BMB believes that the optimal functioning of organizations (whether private or state-owned enterprises, public bodies or government departments) is an essential condition for the balanced social and economic development of a country.

Aspects such as organization, management, control and follow-up have in the past often received scant attention at the expense of the long-term efficacy and/or profitability of the organization.

Nowadays it is realized that "hardware" (e.g. machines, buildings, irrigation systems, vehicles) alone does not constitute development. Equally important is the "software" such as institutional development, including organizational improvement, efficiency, labour relations and training. It is in these fields that BMB has assisted its clients over the past 20 years.

The quality of BMB's work is ensured by a large staff of full-time consultants and a support staff (research, editing of reports, finance, personnel and procurement) of approxi-

mately 30. In addition, whenever needed for specialized technical inputs, BMB can call on a pool of several hundred experts of various nationalities. As a result BMB is able to provide at short notice multidisciplinary teams of experts who during overseas assignments are coordinated and backed up by senior management and staff at headquarters.

Fields of Activity

Although a list of consulting activities can never be exhaustive, a tentative summary of the fields of activity in which the BMB group engages is given below:

Agriculture and Agro-Industry:

studies, design, start-up and management

Feasibility Studies:

industry, transport systems, health projects

Financial Planning and Control:

budgeting, cost accounting, cash flow analysis

Industrial Engineering:

strength-and-weakness analysis, rationalization of production, quality control, standardization of equipment, layout, investment planning, product range analysis, etc.

Institution Building:

establishment, organization and reorganization of public and private bodies, enterprises, etc.

Macro-Economic Studies

for national and regional authorities, public and private organizations

Market Studies:

structuring retail organizations, merger implementation,
dealer selection, export promotion, etc.

Master Planning

for regional and urban development projects

Personnel Management:

work analysis and job classification, personnel evaluation
schemes, personnel planning, recruitment and selection

Project Management:

formulation of tasks and procedures, project phasing,
monitoring and evaluation

Social and Demographic Studies

at national, regional and municipal levels

Training:

start-up training, retraining, management development

Transportation:

studies, design and implementation in respect of land and
sea traffic, ports and airports, urban transit systems

Clients

The BMB group has extensive experience with several groups of
clients:

- International Agencies: United Nations, World Bank, Asian Development Bank, African Development Bank, European Development Fund, Kuwait Arab Fund, Islamic Development Bank
- The Directorates for Development Cooperation of the Government of the Netherlands and the Government of Belgium

- Governments of overseas countries
- Private sector enterprises including multinational companies.

Execution of assignments and reporting is done in English, French, Spanish, Portuguese, German, Dutch and Arabic.

Projects have been executed or are being carried out in the following countries:

Africa

Angola, Benin, Botswana, Burkina Faso (Upper Volta), Burundi, Cameroon, Central African Republic, Cape Verde, Chad, Comoros, Congo, Ethiopia, Gabon, Gambia, Ghana, Guinea, Ivory Coast, Kenya, Liberia, Madagascar, Malawi, Mali, Mauritania, Mozambique, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Sudan, Tanzania, Togo, Zaire, Zambia, Zimbabwe

Middle East and North Africa

Afghanistan, Algeria, Bangladesh, Egypt, Iran, Lebanon, Morocco, Pakistan, Saudi Arabia, Somalia, Tunisia, Yemen Arab Republic

Far East

Burma, Hong Kong, India, Indonesia, Kampuchea, Korea, Laos, Malaysia, Maldives, Nepal, Philippines, Singapore, Sri Lanka, Thailand, Vietnam

Latin America and Caribbean

Argentina, Barbados, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, El Salvador, Grenada, Haiti, Honduras, Jamaica, Mexico, Netherlands Antilles, Nicaragua, Panama, Peru, Puerto Rico, Surinam, Trinidad, Venezuela.

B.1.3 Pertinent Project Experience of BMB

Project Planning and Evaluation

Burkina Faso Programme Review Mission, Traditional Smallholder Sector

1985-1986 BMB provided an expert to participate in a six-man FAO mission sent to Burkina Faso to identify projects and investment strategy for IFAD's Special Programme for Sub-Saharan African Countries. The mission concentrated on production and marketing of cereals in the poorer north-western area of the country, and visited several regional projects as well as meeting government officials and international agencies in the capital Ouagadougou. The BMB expert was mainly responsible for macro-economic aspects and assessing the capability of government departments to plan and implement agricultural projects. The mission concluded that IFAD should concentrate its efforts in a limited geographical area (regions of Yakenga, Kaya and Kedougou) and that its investment should be designed to support existing development rather than starting new projects. Particular measures favoured included small-scale irrigation works and water retention measures (earth dams, contour bunding, etc.), establishment of village wood lots and the improved availability of credit for farmers in the poorer areas.

Togo Evaluation of Savanes - Kara II Project

1985 At the request of the EDF, SORCA-BMB carried out an evaluation of this project which had been ongoing for three years in order to assess its strengths and weaknesses and to prepare a long-term planning. During the same mission, the SORCA-BMB expert also investigated the potential for implementing a new project aimed at replacing the existing Kara project and drew up terms of reference for the preliminary study.

Zambia Improvement of Economic Management and Development Administration

1984-1985 At the request of the World Bank, BMB carried out a study of Zambia's economic management and development administration with a view to improving its efficiency, institutionalizing new methodologies and making it an effective tool of financial and economic management and control.

The team looked into the functions, organizational structure, staffing and procedures of the Ministry of Finance and its linkages with the National Commission for Development Planning, the executing ministries, the Bank of Zambia and the Zambia Industrial and Mining Corporation. They recommended changes necessary to establish control over the preparation, implementation, monitoring and evaluation of the country's development programmes and projects, and to ensure that policy decisions are carried out by the Ministry of Finance. A programme of technical assistance was drawn up for the following three years which will enable the proposed changes to be implemented and the necessary training of Zambian staff to be undertaken.

Honduras

Rural Development Project Evaluation and Orientation

1984

A two-man short-term mission strengthened the integrated rural development project in Danli. The main objective of the mission was to analyse in depth the agricultural and social environment in order to formulate a project orientation document outlining the future programme in a multi-annual plan. The team formulated recommendations based on a farm model approach. The recommendations aim to raise the level of production of traditional crops and included a partial crop diversification programme intended to increase farm incomes and to improve the nutritional status of the population. In addition, a thorough marketing study was conducted to assess the commercial viability of the proposed crop diversification scheme and to put forward recommendations for the improvement of the marketing system at producer level.

Togo

Evaluation of the Kara Valley Rural Development Project

1984

The Kara valley project started in 1974 with the objective of settling 1,000 families from the overpopulated Kabyés mountains on a 30,000 ha area in the Kara valley. A team of BMB consultants consisting of an agronomist, a sociologist and an economist were asked to evaluate the existing project and make recommendations for a similar project to be undertaken shortly. The team assessed the project's infrastructural achievements, its agricultural results, social impact and economic viability, and put forward recommendations for the improvement of the project management. Assignment financed by the EEC.

Caribbean Region - Project Preparation and Development

- 1982-date Provision by BMB of a long-term expert to provide the Caribbean Food Corporation with technical support in its commercial project development activities. This EDF financed assignment covers project identification, appraisal, implementation and monitoring, liaison with the organizations concerned and assistance in training of counterpart staff. In view of the variety of projects to be dealt with, short-term specialized assistance is made available where necessary, i.a. for the following:
- feasibility of the rehabilitation of the in-shore fishing fleet operating within the Windward Islands, respectively the establishment of a new boat-building facility on St. Lucia
 - study of the manufacture and marketing of leather and recommendations on improved techniques and expansion potential.

Pakistan Performance Audit Methodology

- 1981-1986 The project aimed at the introduction and establishment of performance audit practices for all types of development projects. Intensive training, field work and the elaboration of manuals considerably widened the scope of work of the Auditor General's Office beyond the mere control of expenditure. Performance audit served as an all-round instrument to improve project planning, execution, monitoring and revision, and evaluation. To this end, a system of feedback to the ministries responsible for the execution of the projects being audited was developed. BMB assignment on behalf of the Netherlands Government.

N. Antilles Technical Assistance to the Ministry of Development Cooperation

- 1980-1984 Under EDF financing, SORCA-BMB provided assistance to the Ministry of Development Cooperation in two areas:
- organization of the programming section and in particular elaboration of medium-term development programmes for the smaller islands, ultimately aiming at the establishment of permanent programming systems;
 - development of a project preparation section.
- For both areas the training of counterparts constituted an important aspect. The overall objective of the project was to strengthen the development planning capacity of the Ministry and to assist in the preparation of a comprehensive development programme for each of the islands of the Netherlands Antilles.

- Maldives Project Identification, Programming and Planning
- 1980 BMB were retained by the Asian Development Bank to assist the National Planning Agency (NPA) of the Republic of the Maldives in the identification of suitable development projects having high economic benefits and significant social impact which are in keeping with the national development objectives. The identification process covered agriculture, fisheries, manufacturing, construction, energy utilization, transport, telecommunication, health services and atoll development. The most effective sequence of implementation to promote a balanced and coordinated economic development was indicated. A further component of the assignment was the review of the institutional structure of the NPA and the drawing up of recommendations to improve the organization and strengthen its planning and monitoring capabilities.
- Upper Volta Evaluation Mission West Volta Cotton Project
- 1975 A BMB mission evaluated the results obtained during the completed project period (1971-1975) and established the draft terms of reference for the follow-up period with their economic justification. Activities included: research into the functioning of the Regional Development Organizations, plans for transport and road development integrated into the agricultural development and irrigation schemes, and the delineation of agricultural extension activities. Executive agency: IBRD.
- Niger Consultancy Services to the Ministry of Planning
- 1970-1971 At the request of the European Development Fund, a study was made by SORCA-BMB of the total complex of EDF projects in Niger: agricultural and industrial projects, transport feasibility studies, studies on road building and maintenance.

Agricultural and Rural Development

Gabon

Fernan Vaz Agricultural Development - Phase II

1988-date

The objectives of this EDF-financed project are to develop plantain cultivation in the Ndougou area, to introduce crop diversification if necessary and to market produce in Port Gentil. Five experts have been assigned to the project. Three are based at Ndougou, where they will deal with problems encountered in agronomy, plant pests and diseases, research and equipment maintenance. The mission leader and a marketing specialist are based in Port Gentil. In addition to improving production at Ndougou, the project aims to supply the Port Gentil market and, indirectly, to limit increases in the price of basic foodstuffs.

Niger

Evaluation of Smallholder Poultry Farming Project

1987

A BMB zootechnician carried out a short mission to evaluate the development of smallholder poultry farming in the regions of Niamey and Dosso. After studying the effects of aid from the Government of Niger and the UNCDF, as well as the training activities realized, an analysis was made of the production results and the constraints encountered. Recommendations were formulated regarding the feeding and hygiene of the fowls and the follow-up activities, the aim being to create the conditions necessary for profitable poultry production. UNDP/UNCDF financing.

Niger

Formulation of Smallholder Poultry Farming Project

1987

Under the auspices of this project - an extension of the one taking place in Niamey and Dosso - the same BMB expert specified the conditions necessary for the development of smallholder poultry farming in the regions of Tahoua and Diffa as regards infrastructure, financing and contributions in kind. He also established recommendations designed to facilitate the start-up of self-sustaining smallholder poultry farming in these regions and in particular advised that the project receive complementary technical assistance from a poultry expert. UNDP/UNCDF financing.

- Togo Development of Animal Traction and Associated Animal Husbandry
- 1987 This EDF-financed study carried out by SORCA-BMB aimed at determining the methodology to be used for the introduction into animal traction of female animals, experimentation with a single ox, and the means of achieving a higher work rate from animals previously used for other purposes. The project also involved a rural community approach, ensuring the participation of groups from different backgrounds, and incorporating extension methods based on community development techniques.
- Honduras Integrated Rural Development in Choluteca and Valle
- 1986-date The main objective of the project is to improve the socio-economic conditions of the small farmers in the region, by providing the necessary support in the restructuring of the agricultural sector. It aims to develop the existing potential and to intensify agricultural production in the area, thereby increasing the revenues of the target groups, some 245 cooperative organizations and 1,000 individual farmers. Project financed by the EEC and the Belgian Government.
- Indonesia Cotton Intensification Programme
- 1986-1987 A Cotton Agronomist assisted the Government of Indonesia in the implementation of a cotton project in East Nusa Tenggara and West Nusa Tenggara. The consultant's duties were to:
- give recommendations on cotton production management: sowing date, planting methods, suitable varieties for the project area, fertilizer trials, harvesting methods, seed production
 - train counterparts and local officers in cotton agronomy and extension services.
- P.T. BMB assignment financed by the World Bank.
- Sri Lanka Dairy Development II Project
- 1986-1987 On behalf of the Government of the Netherlands, BMB assisted in the design of a programme of support services for dairy farmers. The present situation of dairy smallholders was assessed and subsequently practical packages of support services were designed for each milkshed area in order to address the problems identified in the dairy sector. The packages designed, including recommendations on animal breeding, health, nutrition,

training and extension, were then discussed in a one-week workshop held in Colombo, and a pilot programme was designed to test the effectiveness of the services proposed.

Kenya

Rehabilitation Programme for Livestock Sector

1985

At the request of the FAO Investment Centre, BMB participated in a formulation/preparation mission funded by IFAD to analyse the Kenyan livestock sector. The aim was to identify priority areas which had suffered most from inadequate recurrent funding, and to formulate a loan programme in support of essential ongoing services and inputs to livestock owners. The BMB expert analysed past fiscal policies and institutional constraints, and formulated recommendations for future fiscal policies, reorganization of accounting and budgetary procedures, introduction of cost recovery and control strategies, and design of the project programme and loan facilities.

Haiti

Intensification of Food Crop Cultivation

1984-date

At the request of the Haiti Government and with financing from the International Fund for Agricultural Development, SORCA-BMB/BMB are executing a project aimed at expanding production and improving the living and working conditions of small-scale farmers in the Belladère and Port de Paix regions. The project will be executed over a period of seven years.

In the first phase (two years) an in-depth technical, economic, sociological and environmental study was carried out, culminating in the formulation of a long-term plan of action. The second (five-year) phase is concentrating on the implementation of this plan.

Honduras

Agrarian Reform and Integrated Rural Development

1983-date

In association with Oranjewoud (a firm specializing in irrigation and water management), SORCA-BMB are assisting the Honduras Government and in particular the INA (Instituto Nacional Agrario) in the further development and eventual consolidation of agrarian reform in the Danli and Talango regions.

Over a period of five years the project, financed by the EDF, aims to improve the socio-economic situation of the small farmers. In all, the project covers an area of 12,000 hectares involving approximately 4,300 small farmers. The emphasis of the project is on extension, agricultural credit, and the marketing of agricultural produce.

- Mali Selingué Rural Development
- 1983-date SORCA-BMB were selected to carry out a rural development project in Selingué financed by the African Development Bank. The project area covers a recently finished system of dykes, pumps and roads along a tributary of the Niger river. Once the project is in full operation there will be two crops of rice, maize and vegetables each year. The SORCA-BMB team are providing assistance in cultivation, harvesting, sale of products grown, use and maintenance of infrastructural facilities, establishment of a maintenance workshop, purchase of equipment, and all aspects of project management, organization and administration.
- Colombia Integrated Agricultural and Rural Development, Chocó
- 1983 At the request of the Netherlands Government, BMB provided interim management for the DIAR project (Desarrollo Integral Agrícola y Rural) in the province of Chocó, which aimed to foster a programme of participative regional development. Project components included i.a. rice cultivation, banana plantations, crop pilot stations, farmer service centres, pig production, credit, cooperatives and institutional strengthening. Subsequently, BMB participated in a mid-term evaluation mission. On the basis of the resulting work plan, BMB was asked to propose a nucleus team to round off the project.
- Cuba Agricultural Feasibility Study
- 1981 Under UNDP financing, BMB carried out a study of the feasibility of further development of vegetable and fruit growing in the Velasco area. The study revealed that the cultivation of fruit and vegetables, mainly beans, tomatoes, maize, melons and bananas, by small farmers should be rigorously promoted. Recommendations on improvement of the socio-economic conditions of the farmers were also included in the report.
- YAR Rural Development Support
- 1981 A BMB financial and management expert took part in an FAO/World Bank mission to prepare a project involving technical assistance and the supply of maintenance equipment to the Confederation of Yemeni Development Associations in Sana'a, and Local Development Associations in Sana'a, Damar and Saadah. The mission involved assessment of the organization and management aspects of the cooperative system in the YAR, and a review of accounting, costing and auditing methods, as well as determination of technical assistance requirements.

Botswana Services to Livestock Owners' Cooperative

1980-date BMB are providing technical assistance to the Livestock Marketing Branch of the Botswana Cooperative Union in order to improve the returns received by small-scale cattle owners on the sale of their livestock to the major abattoirs for slaughter. Activities include improvement of animal quality and regularity of supply to the abattoirs through the establishment and control of livestock holding grounds; development of a livestock collection and computerized record system; increase of quota allocations to the small-scale sector by the abattoirs; and improvements in speed and efficiency of payments to the owners. Recently the activities of the Livestock Marketing Branch have been extended to cover sheep and goats in addition to cattle. The project is financed by the EDF and carried out via the Ministry responsible for cooperatives and livestock development.

Nigeria Evaluation of Logging and Saw Mill Project

1980 A study financed jointly by FMO (Netherlands Finance Company for Developing Countries) and a private investor was undertaken to assess the feasibility of a loan to be given by FMO to the private investor for the completion and extension of a medium-sized saw mill and the setting up of a logging operation. The evaluation covered the following aspects: timber potential and ecology, production schedule and requirements, personnel, marketing, finance, implementation plan and the general economic and development impact of the project. BMB assignment.

Cape Verde Poultry Development Project

1979 A technical assessment on behalf of UNCDF of a proposed government project to develop infrastructure to stabilize production of hatching eggs, day-old chicks and broilers, and recommendations on suitability for UNCDF support. BMB assignment.

Colombia Forest Nursery Study

1978 Assessment of the present efficiency of the nurseries of the Colombian Institute of Natural Resources (INDERENA). Methods to improve the efficiency of the total reforestation programme as well as of the individual nurseries were indicated and advice was given on species selection and nursery site selection. BMB mission for the World Bank.

Saudi Arabia Feasibility Study for the Establishment of an Integrated Livestock and Dairy Project

1978 During 1978 BMB prepared a detailed study and technical and marketing designs for a large integrated milk processing industry in Saudi Arabia. BMB were retained as consultants and managers for the study, design and implementation of the envisaged project.

Egypt Animal Feed Plant/Poultry Breeding Project Fayoum

1977 Tasks of the BMB expert mission were (a) to work out a detailed proposal for the establishment of an animal feed plant in Fayoum, to formulate the technical specifications of the plant, to recommend on the organizational set-up; (b) to discuss the technical details and organizational set-up of a poultry breeding project in Fayoum and at the same time undertake a separate study on the organization and socio-economic function of the poultry sector in Egypt.

Egypt Poultry Projects Appraisal Mission

1976 A BMB consultant visited the Animal Production Research Institute and its poultry farms and the General Poultry Organization and studied the activities of the local poultry cooperatives. A socio-economic survey of the poultry sector was recommended and the terms of reference for the survey were established. Netherlands Government assignment.

Togo Development and Industrialization of Coconut Plantations

1975-1977 This project in the south of Togo, carried out for the Togolese Government, consisted of four stages: research of the most suitable land for the coconut cultivation with study of the profitability and creation of seed production centres and nurseries for young trees, launching of the programme, preliminary study of the industrialization to come and finally supervision of construction and running in of the planned factories. SORCA-BMB assignment.

Togo Land Development Study

1975-1977 On behalf of the Government of Togo, a team of SORCA-BMB experts was charged with the study and realization of the development of 50,000 hectares of arable land in northern Togo. The assignment comprised four stages: firstly, research of suitable land and profitability study, as well as determination of types of cultures and of the level of

agricultural industrialization which ought to be reached; then, launching the programme, followed by agro-industrial studies and, in the final stages, supervision of construction and start-up of the planned industrial units.

Upper Volta Reorganization of the Volta Valley Authority - AVV

1975 The reorganization of the Volta Valley Authority was undertaken for the purpose of planning the development of the areas freed from Onchocerciasis. BMB consultants analysed and evaluated the results of all previous AVV activities and on the basis of their analysis designed a functional organizational structure for the coming years in line with the measures envisaged for the AVV by the Government of Upper Volta. Executive agency: UNDP/IBRD.

Zaire Development and Implementation of a Programme of Mechanized Maize Cultivation

1974-1982 At the request of the GECAMINES mining company, a project intended to promote the mechanized cultivation of maize was developed in the province of Shaba. During the first year of its existence, the project covered an area of about 300 hectares; ultimately it covered an area of 2,500 hectares. Other crops, amongst them soya, were also cultivated. Project management personnel were also provided. SORCA-BMB assignment.

Benin Survey of the Economic Aspects of the National Agriculture

1974-1975 At the request of IBRD, an overall study was carried out by SORCA-BMB of the problems and prospects of agriculture as part of the Benin economy. More precisely, the work concerned the following: official price policy, efficiency of agricultural institutions, ways in which to develop stock farming, agricultural credit system, problems related to schooling, research and planning. The study revealed opportunities to increase productivity and agricultural revenue, mainly in the lowest social classes.

Mali Agricultural Credit

1972 Participation by BMB in appraisal of agricultural credit needs for an expanded rice programme and development of extension services in the agricultural sector. The mission was carried out on behalf of the World Bank.

Congo

Strategy for the Economic Development of Forest Resources

1971-1972

On behalf of the Government of the People's Republic of the Congo, SORCA-BMB undertook to work out a strategy for the development, exploitation and marketing of the country's forest resources. The work was focused mainly on:

- marketing and distribution systems for wood in the Congo
- structure of costs and profits at all stages from production to marketing
- marketing and distribution systems for wood in Europe
- world-wide prospects
- design of a realistic and in-depth strategy intended to strengthen the country's economic development as well as its position on export markets.

Prominent Congolese officials took part in these studies and thus became acquainted with the work methods used.

Water and Irrigation

- Kenya Financial Evaluation of Kibirigwi Irrigation Scheme
- 1981 A BMB expert was assigned to assist in the financial evaluation of this irrigation project with a view to determining whether the project activities had become self-supporting. As a result a new strategy was formulated by the mission, comprising three phases of further development: extension of irrigated acreage, increasing of yields by improved crop husbandry, and organization of a cultivation pattern aimed at high sales prices.
- Cape Verde Evaluation of Irrigation Schemes on Santiago Island
- 1979 Technical evaluation for UNCDF of feasibility of irrigation and water conservation projects and technical and economic justification of investments for heavy civil engineering equipment. BMB assignment.
- Mali Survey for the Development of an Irrigable Zone
- 1975 At the demand of UNDP and in association with other specialized consulting firms, SORCA-BMB participated in a study concerning the reclamation of the Niger valley following the building of the Selingué dam on the Sankarani river. The experts tackled the health and sanitary problems and the production and marketing of cattle and meat. Their recommendations covered, besides the rehabilitation of the livestock, the diversification of meat production sources, the improvement of quality and of regularity in supplies, as well as the perspectives of national and international distribution.
- Tunisia Agro-Economic Survey, "Bou-Heurtma" Project
- 1972 Participation in an economic development study for the "Bou-Heurtma" project. The BMB contribution consisted of a study of the agricultural economy in the area including irrigation systems and water availability.
- Senegal Water Supply and Drainage Systems, Dakar
- 1968-1972 At the request of WHO, BMB, in cooperation with a team of Netherlands Engineering Specialists, studied the existing organization of the local water board with respect to

personnel structure and finance (cost systems, the setting of tariff levels and meter rates for the various types of services).

Malawi

Irrigated Agricultural Infrastructure - Shire Valley Project

1964

At the request of FAO, assembling of data and preparation of the official application of the Government of Malawi to UNDP for a credit for the installation of irrigated agricultural infrastructure in the Shire Valley. SORCA-BMB assignment.

Development of Rural Industry

- Malawi Study of Off-Farm Income Generation in Rural Areas
- 1987-date This SORCA-BMB study financed by the EEC was carried out in two phases. The first phase analysed the size and nature of the rural small-scale enterprise sector, looked at the activities of institutions active in this area in Malawi, identified constraints and problems, made recommendations to Government aimed at alleviating some of the constraints, and developed recommendations up to pre-feasibility level for possible future projects for EEC financing. During the second phase the feasibility of those recommendations selected by the EEC and Government will be assessed and implementation proposals developed. Throughout the study particular attention was given to the very small-scale entrepreneurs, to the problems of women in rural areas, and to the problems of communication between the Government departments and agencies active in this area and their target groups.
- Malawi Establishment of a Small-Scale Oil Mill for the Women's Programme of the Rural Growth Centre Project
- 1987 At the request of the Gesellschaft für Technische Zusammenarbeit (GTZ), MEC-BMB carried out a short mission to set up a small-scale oil mill for the production of cooking oil from groundnuts as an income generating activity for women in the Lobi rural growth centre. The "business package" approach was adopted, which incorporates predefined equipment, a technical training component, a process training component and training in the use of simple recording and accounting systems. It also allows for easy duplication in other suitable locations in Malawi. Special attention was paid to tailor-made training for the women and a participatory approach was chosen to boost women's confidence and to stimulate initiatives.
- Kenya Pre-Feasibility Study of Spinning Mill in Busia
- 1983 In the process of decentralizing development planning, the Kenya Government was anxious to expand employment opportunities in the more remote areas. With Netherlands Government financing, BMB investigated the feasibility of erecting a small spinning mill in Busia district, located in the far west of the country. The study showed that a mill alone would not be financially viable, but that a mill plus ginnery should produce an acceptable IRR. A

further study was recommended, for which terms of reference were written to include other than financial considerations, such as administration, farmer participation and the role of farmers' cooperatives.

Sudan

Feasibility of Engineering Development Enterprises

1981-1982

Under financing from the Centre for Industrial Development (CID) in Brussels, SORCA-BMB was asked to investigate the viability of a network of Engineering Development Enterprises in the Sudan, the basic objective of an EDE being to stimulate the development of a stable metalworking infrastructure. In this context the consultants assessed the performance of existing workshops, compared public and private sector enterprises, evaluated the secondary technical schools and elaborated recommendations on optimizing inputs to the sector.

Nigeria

Rice Processing Facilities

1981

Feasibility study conducted on behalf of the Nigerian Federal Department of Rural Development. The report recommended improvements to harvest and post-harvest rice processing technology in Kwara State and concentrated on finding small-scale solutions which would fit in with existing cultural and economic patterns within the State. BMB study in cooperation with Nigerian and Indonesian partners.

Burundi

Creation of a Centre for Services and Handicraft Production in Kayanza

1979

An in-depth analysis carried out by a BMB small-scale industry expert on behalf of UNCDF concerning the establishment of a centre in Kayanza Region proposed by the Handicraft Department of the Ministry of Trade and Industry. The centre was to be one of twelve that the Burundi Government decided to set up in the country within the framework of its five-year plan 1978-1982.

Algeria

Development of Small- and Medium-Sized Industries in the Algerian Provinces

1975-1980

At the request of INPED, National Institute for Productivity and Industrial Development, SORCA-BMB participated in an industrial development project foreseen by the Algerian Development Plan. This participation comprised the following fields:

- cooperation with the INPED authorities in order to adapt the Algerian four-year plan to the actually existing circumstances in the different regions
- establishment of a priority list for assistance to the small- and medium-sized enterprises earmarked in these regions
- feasibility studies of approved projects, drafting of terms of reference, training of supervisory staff, start-up of projects, engineering.

A multidisciplinary team of experts was made available to the Government of Algeria to carry out the field work for the realization of this project.

Ivory Coast Assistance to the Industrial Development Bank

1975-1976 BMB provided consulting services for the setting-up of a new agency with as special task the promotion of small-scale industries by way of according short-term credits and technical assistance. Netherlands Government assignment.

Regional Development, Social Services and Education

- Mali Primary Health Care Project
- 1987 At the request of the Government of the Netherlands, BMB participated in an evaluation and formulation mission to analyse a primary health care project in Mali (SSP - Niono). BMB's contribution was centred mainly on the participation of women in the project, socio-economic aspects and family planning.
- Kenya Media Assistance for Zerograzing Project and Cockerel Exchange Programme
- 1986 At the request of the Netherlands Government, a BMB expert carried out a short assignment to supply the above-mentioned projects with the necessary training and information materials. During the assignment some 350 black and white photographs and 150 colour slides were produced. The BMB expert also produced draft texts for 9 manuals and designed posters, stickers and leaflets.
- YAR Consumer Information Programme Part I
- 1985 Under financing from the Netherlands Government, BMB is managing a slaughterhouse project in YAR. A training survey revealed that a consumer information programme was needed to inform the local population about the advantages of stamped meat. It was decided to set up the recommended programme within the framework of the slaughterhouse project. To obtain the necessary information on the content, the medium to be used and the target groups an orientation mission was fielded. This resulted in the production of a documentary film of approximately 15 minutes and 4 spots of 4 minutes each. Post production was carried out in corporation with 2 Yemeni counterparts. Both films and spots have been broadcast on Yemeni television.
- South Asia Family Planning Programmes Management
- 1982 On behalf of the International Committee on the Management of Population Programmes (ICOMP), situated in Kuala Lumpur, BMB consultants carried out a survey in Bangladesh, Pakistan, India and Sri Lanka in order to identify the problems and major constraints in each country relating to their expanding national family planning programmes. In order to assist the countries

concerned in the effective and efficient implementation of such programmes the consultants considered for each country the feasibility of limited management intervention, possible local sources of technical backstopping, and strategies for further action by the UN Fund for Population Activities, possibly together with ICOMP.

Zimbabwe Housing Finance Survey

1981 Survey carried out by a BMB expert as part of an IBRD urban sector mission to Zimbabwe. The study investigated the prospects for setting up mortgage programmes for low-income housing using existing private sector finance institutions.

Comoros Feasibility Study of Health Centre on Moheli

1980 BMB were requested by UNCDF to evaluate the feasibility of improving and extending an existing hospital on Moheli Island. The study included an analysis of existing health care and conditions, and the need and costs of building and equipment for the centre.

Indonesia Sites and Services Cirebon

1980 At the request of the Netherlands Government, BMB took part in the evaluation mission to report on the low-cost housing project in Cirebon, Indonesia. BMB's contribution centred round the financial and managerial aspects of the project.

Upper Volta Establishment of Regional Health Centres

1980 UNCDF requested BMB to carry out a feasibility study for the establishment of regional health centres, including detailed design and costing of buildings to be constructed and/or renovated. The study also gave detailed recommendations for implementation of the project and training of personnel.

Upper Volta, Mali, Niger

Reinforcement of Medical Facilities in the Liptako-Gourma Region

1979 A medical advisor was made available to UNCDF to analyse and assess the health conditions, problems, needs, health manpower and means of combating the most common infectious

diseases in the region. Findings and recommendations formed part of an overall project study to reinforce facilities. BMB assignment.

Nigeria Urban Sites and Services Projects

1978-1979 As part of the Federal Mortgage Bank assignment and at the request of the Ministry of Works and Housing BMB set up a Project Development Unit for Urban Sites and Services projects. In the Mortgage Bank, and in cooperation with the Urban Projects Division of the World Bank, the unit prepared the financial services component of an urban development project for Bauchi State.

Indonesia Kuro Tidur Transmigration Project

1976 Preparatory missions carried out by BMB to define terms of reference, plan of operations, project organization, etc. for a long-term transmigration project involving the settlement of some thousands of peasant families in Bengkulu Province, Sumatra.

Colombia Employment Stimulation and Vocational Training - SENA

1975-1978 On behalf of the Government of Colombia, BMB participated in an employment stimulation programme which, besides training and coaching of unemployed labour, aimed to establish self-managed labourers' enterprises and cooperatives. BMB activities in the project also involved the implementation of a small credits scheme in collaboration with semi-government banks, and the introduction and monitoring of a loan guarantee fund.

Egypt Education Sector Plan

1975 BMB provided educational expertise to the Development Advisory Group to carry out for the Government of Egypt a study of the education systems and to advise on an educational development strategy for the Regional Structure Plan for the Suez Canal Zone. UNDP regional planning assignment.

Ghana Sugar Industry Training Programmes

1973 For the sugar industry in Ghana and in cooperation with HVA-International, extensive training programmes were developed by BMB for staff and for the skilled and semi-skilled workforce.

Zaire

Employment and Social and Economic Development in the Province of Shaba

1969-1982

At the request of GECAMINES, a Zairean state mining company, a team of SORCA-BMB experts was made available to the management in order to study and make recommendations on the solution of the company's social problems, more precisely that of providing the miners' children with employment outside the company. In collaboration with a social centre existing in the area, the experts launched a vast programme aimed at the return to their land of several thousands of young workers, the creation of cottage industries, the supervision of health services, the starting of cultural activities. The project was based on the principle of progressive self-financing.

Morocco

National Programme for the Renovation of Rural Housing

1968-1975

At the request of the Belgian Government, a team of experts was made available to the Government of Morocco to participate in the study and implementation of a housing renovation programme covering the rural areas of the entire country. This important work received the aid of the World Food Programme through supplies in kind. Programmes were designed to involve the local population in the activities. The work resulted in the establishment of over 150 new settlements and in the renovation of traditional villages in the presaharian valleys. Furthermore, 600 collective working sites were established for community development mainly in the fields of water supply and road construction; 300 roads were built connecting villages, until then isolated, with the main road network. SORCA-BMB assignment.

Zaire

Economic and Social Development in Lubudi Region

1964-1972

The Belgian Government undertook a project to improve the living conditions in the region of Lubudi. The project was entrusted to an association of two firms, an agricultural firm and SORCA-BMB. The SORCA-BMB experts covered the social and economic sectors; they designed a new formula for regional development based partly on having the population itself choose the objectives and participate of its own free will, and partly on a series of micro-programmes. Work programmes were shaped not along European concepts but on the basis of local tradition. The formula was so successful that adjacent regions followed similar lines.

Zaire

Integration of Inhabitants in a New Region

1961-1972

Following a massive migration movement in reply to the call of ancestral origins, the district of Luba in Kasai found its population suddenly increased from 300,000 to 1,500,000 inhabitants.

At the request of the Zairean authorities, SORCA-BMB made available a multidisciplinary team of some ten specialists who assisted the population in settling and integrating itself in the new economic structures designed to improve living conditions.

The services of the experts were focused on all aspects of life in a collectivity: demographic and social problems; implementation of new administrative, transport and communications services; agricultural and commercial resources and possibilities; motivation of the rural population; water supply systems; physical planning for a new town of 250,000 inhabitants.

Experience in Kenya*

Kenya

Seed Potato Storage

1982

A BMB expert participated in an appraisal mission on behalf of the Netherlands Government to advise on the financial feasibility of a potato storage complex (both cold storage and forced ventilation). Analyses comprised the growing costs of seeds, costs of grading, storage, transport, handling and opportunity costs, due to non-availability of seed potatoes.

Kenya

Textile Training Institute

1978-1987

The Ministry of Labour in Kenya requested BMB to provide comprehensive training for its national textile industry in a new Textile Training Institute. The project received long-term technical and financial assistance from the Netherlands Government. BMB were assigned to manage the Institute, to survey the training needs of the textile industry in Kenya, to plan the organization of the institute, to develop course planning and curricula and to prepare local staff for the management of the institute and the conduct of its training courses. Courses were developed at technician, supervisory and skill upgrading levels for spinning, weaving, finishing, and at supervisory and skill upgrading levels for garments. Support services developed included engineering maintenance, a laboratory and a visual aids production department.

Kenya

Selection of Commercial Type of Aircraft

1969

Consultancy services to East African Airways and Air Transport Engineering, Kenya, for the selection of a type of commercial airplane. Study of characteristics and profitability of six competing aircraft; presentation of conclusions and recommendations. SORCA-BMB assignment.

* In addition to the projects mentioned on pages 28, 34, 36 and 39.

B.1.4 Muticon - Profile and Experience of the Company

MUTICON - MUTISO CONSULTANTS LTD.

Mutiso Consultants Ltd. is a Kenyan organization established in 1983 by a group of consultants who were convinced of the need for a multidisciplinary approach to project planning and implementation.

Mutiso Consultants Ltd. offers a systematic, multidisciplinary approach for designing and managing projects in a broad range of development efforts.

The company has extensive field research experience and a large planning capacity. Its locally based consultant staff provide a unique opportunity for rapid project design and implementation.

Organizational Resources

Mutiso Consultants Ltd. is associated with a team of 51 professional consultants, 44 of whom are Kenyan. Their areas of expertise fall into 16 categories:

- Economics
- Sociology
- Regional Planning
- Demography
- Development Planning
- Agro-Economics
- Management
- Data Processing
- Education
- Administration
- Plant Breeding
- Architectural Planning
- Engineering
- Marketing
- Environmental Planning
- Transport Planning

Management

Overall organization policy is set by the Board of Directors, G-C.M. Mutiso, the Chairman and Managing Director, and R.M. Mutiso, Director. Direct management of operations is exercised through these two directors.

Scope of Experience

Mutiso Consultants Ltd. has assisted bilateral agencies, the Government of Kenya, foundations, international consulting groups, PVOs, the UN and institutes in Kenya. Various types of field studies, project/programme development studies, evaluations, feasibility studies and the preparation of training materials, have been undertaken in PVO, government, bilateral, multilateral and commercial sectors.

PROGRAMME/PROJECT DEVELOPMENT AND EVALUATION

Currently, the bulk of work coming from clients requires local professionals with a capability for programme and project development. Over and above this, local nuance is needed. Mutiso Consultants Ltd. can take care of the twin concerns. The following assignments called for rethinking and design of projects with particular attention to local nuance.

- a) Funding Culture
For the Ford Foundation, Mutiso Consultants Ltd. investigated the artistic and business capacities of Kenyan music, drama, painting and sculpture groups, companies and public institutions in order to recommend alternative funding needs, keeping in mind the conservation and promotion of culture. This was the first comprehensive evaluation of this type, and resulted in the establishment of significant funding for Kenyan culture.
- b) Agro-Forestry Project Evaluation
An agro-forestry project straddling different ecological, cultural and economic zones in Kajiado, Machakos, Embu and Nyeri districts was evaluated for Mazingira Institute. The field projects were run by various women's groups, schools and church groups.
- c) Honey Exports
Identification of honey-producing areas and national production estimates for a private honey export company. The consultancy also involved evaluating processing concerns and setting up quality control.
- d) Tana Mango Processing Project
An agricultural and economic feasibility study was conducted on mango production and marketing. Investigations were conducted on how rural women, some of whom are members of the YWCA, relate to the mango production system. The purpose was to define clearly the roles for rural women's groups, NGO financiers and a commercial firm giving technical assistance. Funding was through REP, an NGO established by USAID/K to promote small-scale business by Kenyan NGOs.
- e) Agro-Economy of Kisumu Municipality
Mutiso Consultants Ltd. conducted a study of agricultural activities in Kisumu Municipality as part of the Ministry of Water Development Kisumu Municipality Water Master Plan (1985-2005).

f) Integration of Energy Projects

This assignment was commissioned by CIDA through Kenya/Canada Energy Advisory Project, and entailed developing a plan for merging three renewable energy projects which were separately funded by West Germany, the Netherlands and Canada in the Ministry of Energy. Programmes were developed for reorganizing donor supervision at the national level, establishing district energy centres and developing rural energy planning capacity.

g) The State of Seeds

This consultancy, conducted for KENGO and MCC in Kenya, involved two distinct components. The first was to conduct policy-oriented research. After this, a workshop for NGOs, researchers and government departments involved in all aspects of crop and tree seeds, was held. Finally a "think-tank" report on seed policy, research, marketing and improvement issues was produced.

h) Commodity Imports

This assignment entailed research on commodities which were in demand at low-income levels and which could become part of Swedish aid grant to Kenya. A report to SIDA recommended commodities for the health, agriculture, cooperatives and commercial sectors.

i) Kisii Food Processing and Storage Project

This prefeasibility assignment entailed documenting the production of food crops in Kisii with a view to formulating a development strategy for introducing modern processing, storage and marketing systems. YWCA wanted the project strategy developed in such a way as to upgrade its women's groups operations in ownership and management of higher technology.

j) Small Grants Programme Development

This was a consultancy for Voluntary Agency Development Assistance (VADA), which is funded by the Ford Foundation and USAID, to investigate modalities of small grant-making in the PVO sector. The objective was to develop methods and procedures for lending through intermediate PVOs and directly to small groups, since this umbrella organization cannot reach all PVOs directly.

k) Proposal and Programme Development for a Livestock Project

Mutiso Consultants Ltd. was asked by a new local PVO to make proposals and design a seven-year implementation programme. ADI will be working in the arid and semi-arid areas of the country. Its programme emphasis will

be on introducing improved local livestock breeds to farmers as well as developing a smallholder/pastoralist breeding record system.

1) Reorganization and Programme Development for Christian Relief and Development Agency, Ethiopia

Many PVOs, born under crisis, do not easily flow into development after the crisis. CRDA, which coordinated most of the relief work in Ethiopia, asked Mutiso Consultants Ltd. to review its purpose, staff and future development alternatives. This was done by experts familiar with PVO coordination and rural development.

m) District Energy Task Force

This consultancy, to both Ministry of Energy and Regional Development and Kenya/Canada Energy Advisory Project, developed a planning method to first facilitate the inclusion of energy issues into the 1988-1993 National Development Plan. The second aspect of the consultancy, perhaps the most important in the long term, was to work with district officials to develop an energy planning method which they and the District Development Committees would use in planning and evaluating energy programmes and projects, whether they were initiated by Government, NGOs or the districts themselves.

n) Marketing of Fresh Mangoes by Tana River Women Groups

This consultancy, built on previous work, studied the local fresh mango market, particularly in the tourism industry. Since the groups wanted a long-term project maximizing employment and income opportunities, a proposal for donors was developed which included i.a. sub-projects on training in mango picking and packing, fresh mango export, development and extension of improved mangoes, and production of mango pulp for export. The work was commissioned by the YWCA with funding from the Ford Foundation.

o) Formulation of R&D and Core Programme for Beijer Centre for Energy and Development in Africa

This consultancy, undertaken by a Mutiso Consultants policy planner in collaboration with an economist and an ecologist, identified the key research and development issues in the energy sector as well as appropriate management systems for intervening in the African energy crisis. The funding was provided by the Beijer Institute, the International Institute for Energy, Resources and Human Environment, and the Royal Swedish Academy of Sciences.

- p) Semi-Arid Water and Food Production Project
This consultancy, undertaken for an NGO, developed a seven-year project which sought to intervene, through community groups, in semi-arid lands preservation of storm water and its use in supplementary irrigation of food crops. Mutiso Consultants Ltd. identified technologies to be used, communities to be pilots, relationships with operating public, NGO and communities. A staffing plan and a project management system were specified.
- q) African Development Foundation Projects Assessment
This work, for the Office of Technology Assessment of the Congress of the United States, evaluated projects with respect to grassroots participation, sustainability and replicability. It was part of a continent-wide assessment of African Development Foundation after two years to establish how operations relate to its Congressional mandate and to suggest necessary changes in its operations and mandate.
- r) Kenya Fuelwood Development Project/Beijer Institute Programme Formulation Review
The tasks in this consultancy involved reviewing and advising on a five-year programme for the Kenya Fuelwood Project which is operating in four high potential districts on wood energy.
- s) Baringo Fuel and Fodder Project
For the Netherlands Government, and Ministry of Energy and Regional Development, Mutiso Consultants Ltd. held a watching brief on a research and development project developing fuelwood and fodder production techniques for arid and semi-arid parts of Kenya. The assignment entailed reviewing staffing, management and technical issues, and supervising the implementation of the recommendations.
- t) Mutomo Soil and Water Conservation Project
Many projects targeted to rural populations do not work out since development information is not made available to the population. On behalf of DANIDA, the company developed a project newsletter for extending information on soil and water conservation to the target population.

DECENTRALIZATION AND POLICY FORMULATION

At a broader level, the organization has demonstrated relevant capabilities in managing decentralized programmes and in policy formulation, especially where Government, NGOs and contractors have sought to create new modalities. A selection of assignments is presented below.

a) District Focus and Financing, Kitui Arid and Semi-Arid Programme

With funding from USAID, Mutiso Consultants Ltd. conducted extensive research on alternatives for moving donor funds 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 agricultural programmes in a specific district.

b) Management of District Focus

This assignment was executed for the Office of the President, Development Coordination and Cabinet Affairs Department, Kenya. The aim was to facilitate the review of District Focus policy papers. As a result of field work in 12 districts, key problems in District Focus management were identified, innovations at the district level were generated and proposals for future policy action were developed.

c) Non-Governmental Organizations in District Development

At the request of Machakos District Development Committee, Mutiso Consultants Ltd. inventoried all non-governmental activity in Machakos, including project budgets, personnel, sector concentrations and geographic spread. This led to a report which showed sectors and techniques which NGOs could use to be more effective within the specific needs of the district. Policy options were recommended for the District Development Committee with respect to NGOs and a planning framework was developed for both the Committee and the NGOs.

d) Non-Governmental Organizations' Contribution to Development

At the Institute for Development Studies at the University of Nairobi, Mutiso Consultants Ltd. was involved in a "think-tank" to evaluate the NGO experience in Kenya with respect to sectoral funding, foreign penetration, conflicts in planning goals, issues of accountability, and the State need for external aid management.

e) Food Crisis in Africa

Mutiso Consultants Ltd. assisted in developing action strategy and policy recommendations for the National Christian Council of Kenya, the umbrella organization of all non-Catholic churches in Kenya. This assignment involved the development of study materials for participants in a national food programme seminar attended by top government policy-makers, parastatal and private sector managers as well as church leaders.

f) Bura Fuelwood Plantation Project

For FINIDA and in collaboration with the Beijer Institute, the company was requested to participate in the Phase II appraisal of this project on the basis of its considerable experience in district level planning and arid and semi-arid lands (ASALs) development.

g) Review and Evaluation of Alternative ASAL

This large assignment was undertaken on behalf of IFAD and the Ministry of Planning and National Development to facilitate policy review for the 6th Kenyan Development Plan. It involved the following components:

1. Administrative and Financial Approaches.
2. Nutrition, Health and Food Security.
3. Infrastructure and Communications.
4. Marketing and Credit.
5. Small-Scale Irrigation.

RESEARCH, TRAINING AND MANPOWER DEVELOPMENT

One of the most compelling elements of this organization is its ability to respond effectively to varied requests, whether from governments, institutions or private companies. The main reason, as mentioned previously, is that the individuals at Mutiso Consultants Ltd. are uniquely qualified in a number of disciplines. Although trained in different development specialities, they share a collective goal, professional experience and commitment to appropriate development.

The following examples demonstrate the company's breadth and technical experience in the areas of research, training and manpower development.

- a) University-Industry Manpower Linkages
For the United Nations Economic Commission for Africa, Mutiso Consultants Ltd. evaluated the training systems of two harambee institutes of technology with respect to meeting local industrial needs. Further investigation involved a study of capacity at the university level and the feasibility of special courses and exchanges for industry-specific needs.
- b) Innovative Development Approaches
This assignment called for the development of training materials and participation in the training of PVO middle managers on bottom-up development strategies. Assignment for Voluntary Agency Development Assistance and International Institute for Rural Reconstruction.
- c) The Media Approach to Environmental and Development Issues
A training programme was conducted for media writers on the interface between environment and development. Training materials were developed, workshops on media writing were held and recommendations were made on adjusting media management to deal with environmental and development issues. A major blitz of media coverage resulted from the training activity.
- d) Training for Leadership Development
This consultancy, for the Human Resources Division of USAID/K, researched past human resources programmes, assessed future needs and developed modules for the preparation of a project paper on human resources development in Kenya. Issues covered included i.a. nomination and selection criteria, administrative mechanisms and specification of local and external

contractors. It involved extensive interviewing among donors, Government of Kenya officials, cooperatives and the private sector.

- e) Social Science Research Competition
Mutiso Consultants Ltd. evaluated a 10-year social science research programme funded by the Ford Foundation and the International Research Centre. In addition to reporting on the salience of the programme, the evaluation focused on identifying new areas needing social science research funding in East Africa.
- f) Participatory Development Approaches
The scope of work, developed by Kenya National Council of Social Services (KNCSS), called for evaluating three distinct models of PVO development activity and producing materials for the training of programme directors of its affiliated organizations. Special attention was paid to the problems of participation of women in development and the need to invest in group processes.
- g) Media Policy-Makers Training on Environment
This consultancy entailed preparing training materials and training public and private media editors on the reporting and editing of environmental issues as they affect development. Assignment commissioned by Kenya Energy Non-Governmental Organizations (KENGO).
- h) Africa Beyond Hunger 1957-2057
The doomsday view that Africa cannot develop is increasingly under attack by African intellectuals. NORAD, SIDA and the Ford Foundation brought some of the intellectuals to a futures conference where alternative futures for the continent were developed. Mutiso Consultants Ltd. participated and produced a report for NORAD.
- i) Senior Management Staff Seminars February/March and June/July 1987
These seminars, held for the top managers in the country, were conducted for the premier Government of Kenya training institute - Kenya Institute of Administration. Senior managers from both the private and public sectors were brought together to form a think tank on future policy for the country. Mutiso Consultants Ltd. was responsible for developing and teaching the futurables materials at the two seminars. Special attention was paid to issues of natural resources, demography, and the utilization of informatics in policy-making.

HEALTH AND FAMILY PLANNING

Issues of health are often ignored as resources are put into sectors which some argue are more productive. Mutiso Consultants Ltd. sees development of the health sector as crucial to meaningful long-term development. The following list briefly summarizes health-related efforts carried out by the company.

- a) Emergency Feeding Programme
Under the auspices of UNICEF, Mutiso Consultants Ltd. identified the feeding needs for children under five in four Kenyan districts (Meru, Embu, Machakos and Kitui) for the Accelerated Development Programme, and determined resulting food requirements. Mutiso Consultants Ltd. took responsibility for planning and executing the under-five feeding programme in the four areas. This included rehabilitating four district transport systems.
- b) Community-Based Distribution (CBD) Manual
For the largest women's organization in the country, Maendeleo ya Wanawake, Mutiso Consultants Ltd. developed a detailed programme manual to be used in the management of the community-based distribution of contraceptives. The major objective was to enhance contraceptive use by rural women's groups. Since there was a low literacy rate among the groups, the logistics, supervision and planning systems had to take account of this so as to facilitate management improvement and expansion of the programme.
- c) National Community-Based Distribution of Contraceptives (CBD) System Plan
This assignment, for the National Council on Population and Development, called for the development of an operational national plan for the community-based distribution of contraceptives, including management, costs, logistics, staffing, training, and donor and Kenyan Government financing to the year 2000. Mutiso Consultants Ltd. had previously developed research proposals for reviewing family planning PVO activities in the country so that all programmes could be coordinated at the national planning level. The company provided a Co-Team Leader for this assignment to work with 14 international consultants.
- d) Kitui Primary Health Care Evaluation
For USAID, Mutiso Consultants Ltd. conducted a mid-term evaluation of the Diocese of Kitui Primary Health Care Project in Kenya. The project was providing services

to populations in areas lacking static health facilities. Organizational and project content alternatives were developed for short- and long-term periods.

e) Rural Housing Improvement Project

This project was undertaken for a local PVO which sought to improve health in the Busia district of Kenya by upgrading rural housing. Traditional construction techniques had been identified as a major factor in the poor health of the target population.

B.2 SUMMARY OF COMMENTS ON THE TERMS OF REFERENCE WHICH ARE
NOT A CONDITION OF THE VALIDITY OF THE TENDER

The Terms of Reference (see Annex A) are generally clear and precise as to the objectives to be attained, the duties to be carried out in the evaluation and the layout of the report.

It is understood that the assignment is divided into two stages:

- a) Evaluation of Phase II of the Machakos Integrated Development Programme (MIDP), covering the period 1983 to 1988.
- b) Formulation of a Project Proposal for Phase III of the Programme, covering the period 1988 to 1992.

Stage b) is only to be carried out after the results of stage a) have been submitted and studied, and an explicit order to implement stage b) has been given by the Administration. The consequence of this will most likely be an interruption between the two assignments of up to two months. Such an interval has been taken into account in this proposal.

The Terms of Reference for stage a) include a sectoral analysis of the project, the sectors identified being:

- extension services;
- soil and water conservation;
- horticulture;
- livestock;
- cooperatives;
- forestry;
- water supply and distribution;
- rural industry;
- social services;
- adult education.

No indication is given as to the relative importance of each of these sectors. It is felt, however, that the role and functioning of the cooperatives and conservation and use of soil and water, on which the larger part of the aid funds has so far been spent, may deserve the most attention.

In addition to the sectoral evaluation, the Terms of Reference require an overall evaluation of the programme as a whole, which will include an appraisal of the Programme Monitoring Unit, in particular as regards the adequacy of the monitoring systems and tools, and the efficiency of the channelling of funds to various parts of the project.

Finally, the Terms of Reference for stage a) include an analysis of the use made of "Physical Contingencies". Although not further elaborated upon, it is understood that this item mainly concerns studies and auditing conducted in the framework of the Programme.

B.3 GENERAL APPROACH AND METHODOLOGY

B.3.1 Stage I: Evaluation of MDP Phase II

The methodology to be followed in assessing the results and achievements of the Programme will consist of the following elements:

- collecting and studying all relevant documentation and recorded data on the Programme;
- verifying and, where necessary, complementing and enhancing the reported data, results and achievements (technical, statistical, financial) by own observations and investigations.

The tools for the Consultants' own observations and investigations will mainly consist of:

- interviews with those in charge of implementing the Programme, on all levels;
- interviews with the (assumed) beneficiaries of the Programme;
- comprehensive field surveys and physical observations;
- close contact and consultation with those in charge of overseeing the Programme (project management, NAO and EEC Delegation). These contacts will be supported by the preparation of written monthly notes by the Team Leader describing the progress, the interim findings and problems encountered by the Consultants.

Each of the sectors mentioned above will be examined separately. A "checklist" of elements to be addressed in the evaluation is given on page 63. The elements are basically the same for all of the sectors, although not of the same importance in all sectors, or sometimes not applicable.

Besides the sectoral analysis there will be an overall assessment of the project as a whole. The elements to be addressed in this overall assessment are shown in a separate "checklist" (see page 64).

These checklists are not necessarily exhaustive. It may turn out during the investigations that other items should be added which have not been foreseen at this point.

According to the Terms of Reference, one specific item to be addressed in the evaluation is "the impact of the project on the condition of women in the district". Presumably in the original project design, women were not included as a special target group and no specific objectives in this respect were formulated. This would imply that the evaluation has to be carried out according to a set of criteria which has to be defined in the evaluation itself.

BMB and Muticon think that this aspect of the evaluation should be approached from two different angles:

- a) Did attention or inattention to women in the project design affect the overall achievements of the project; in other words, could the achievements towards the stated objectives have been better if special or more attention had been paid to the role of women?
- b) Did the implementation of the project affect the position of women; in other words, is their present life, influence, contribution to society different (either better or worse) compared to the previous situation, and if so, to what extent is this attributable to the project?

For these aspects, which in fact give the overall evaluation an extra dimension, a separate checklist of items to be investigated has been drawn up (see page 65).

It must be realized that in view of the limited time and manpower available for the evaluation, the investigation of these aspects, which has to be carried out mainly through interviews, can probably not be exhaustive. Its main purpose will be to assess the necessity or otherwise of paying more attention to the role of women in the design for Phase III of the project.

CHECKLIST FOR SECTORAL EVALUATION
(separate for each specific sector)

1. Original objectives, later modifications
2. Previous evaluations
3. Project design, programming
4. Targets
5. Dependency on other elements/sector of total project
6. Planned physical inputs (land, labour, materials, etc.)
7. Planned technical assistance
8. Planned financial inputs (budget and financing)
9. Actual inputs and costs
10. Actual present situation (completion, operation, state of maintenance)
11. Comparison of achievements with targets (effectiveness)
12. Valuation of benefits
13. Assessment of efficiency (comparison of benefits with costs)
14. Assessment of cost effectiveness (if benefits are not measurable)
15. Dissemination of benefits
16. Participation or involvement of population
17. Impact on position of women
18. Effects on other components of the project
19. External effects (positive or negative)
20. Analysis of reasons for shortfall (if any)
21. Evaluation of management of this specific project component
22. Prospects, long-term viability, long-term effects
23. Recommendations (continuation, termination, changes, actions)

CHECKLIST FOR OVERALL EVALUATION

1. General data on district
2. Overall project objectives and later modifications
3. Relation to National Development Plan, District Focus Development Policy
4. Previous evaluations
5. Overall design of project, choice of components
6. Integration, interdependency of components
7. Total budget
8. Actually spent
9. Evaluation of project management, systems of control and monitoring
10. Evaluation of technical assistance
11. Assessment of accounting system and capacities and adequacy of internal control
12. Analysis and evaluation of use made of contingency funds
13. Evaluation of choice of components
14. Evaluation of agricultural approach (including livestock) and effectiveness of extension services
15. Evaluation of water policy, planning and implementation
16. Evaluation of role of cooperatives
17. Evaluation of rural industry and other off-farm employment
18. Evaluation of social services, including adult education
19. Impact of the project on the position of women in the district
20. Identification of major constraints encountered and evaluation of endeavours to overcome these constraints
21. Integration of sectoral recommendations, establishment of priorities

CHECKLIST FOR THE EVALUATION OF THE IMPACT ON THE
POSITION OF WOMEN IN THE DISTRICT OF THE
MACHAKOS INTEGRATED DEVELOPMENT PROGRAMME

1. Project Design

- Women included as special target group?
- Objectives/targets specified separately for men and women wherever they mention numbers of people?
- Social services directed specially to women?

2. Previous Evaluations

- Impact on women dealt with in previous evaluations?

3. Criteria

- What changes have taken place in the past ten years in:
- traditional division of labour between men and women within the family activities
 - workload of women within the family activities
 - employment opportunities or possibility of getting own income outside family activities
 - land ownership for women
 - control on sale of products by women
 - participation of women in decision-making process in institutions (cooperatives, district committees)
 - access for women to adult education:
 - . obstacles
 - . actual participation
 - . participation of women compared to that of men
 - housing situation (whole family)
 - health condition (whole family)
 - nutritional situation (whole family)
 - demographic behaviour:
 - . acceptance of birth control
 - . interval between births
 - . family size

4. Factors Which Have Caused or Accelerated the Changes

- As a consequence of the project
- Independent of the project

5. Effects of Changes or No Changes

- On the project goals:
 - . negative
 - . positive
- On the position of women:
 - . positive
 - . negative

B.3.2 Stage II: Formulation of Project Proposal for MIDP.
Phase III

The second stage of the assignment (formulation of project proposal for MIDP Phase III) will mainly consist of desk work, to be done by the Team Leader. There will, however, be consultation with the other members of the team on the priority sectors, the elements and the programming constituting the proposed Phase III extension of MIDP. In addition, the proposal will, naturally, be drawn up in close consultation with the project management, the District Development Officer, the Ministry of Planning and National Development, and the EEC Delegation.

B.4 LIMITS OF SERVICES PROVIDED

This proposal is based on the understanding that the client will provide and/or make available to the consultants:

- two specialists as counterparts to the consultants' team (Project Specialist and Planning Officer);
- all relevant documents (reports, statistics, plans, maps, accounts, contracts, etc.) necessary or useful for an adequate evaluation;
- office space (for desk work and meetings) on the site;
- proper introduction to all people, officers and agencies to be interviewed or visited as sources of information;
- necessary support for obtaining visas and permits required for the staff involved in the assignment to enter Kenya and to work there.

All other services required for proper execution of the assignment, as specified in this proposal and in the price tender, will be provided by the Consultants.

ANNEX C

NUMBER OF STAFF TO BE MADE AVAILABLE,
TIMETABLE FOR THE SUBMISSION OF REPORTS
AND PROGRAMME OF WORK FOR THE EXPERTS

C.1 COMPOSITION OF THE CONSULTING TEAM

The following staff are proposed for the execution of the assignment:

Specialist in Organization and Management of Rural Development Schemes/Team Leader	G.F. Creyke (L.T. Sweetman, alternative)*
Rural Sociologist/Institutional Expert/Deputy Team Leader	G-C.M. Mutiso
Agronomist	M.J. West
Soil and Water Conservation Specialist	L. Scherer
Livestock Expert	D. Kimenye
Rural Water Supply Engineer	R.K. Muni

The experience records of these experts, containing inter alia a full description of their qualifications and experience, are given in Annex D. Signed statements of the willingness and availability of these experts to carry out the assignment are also attached in Annex D.

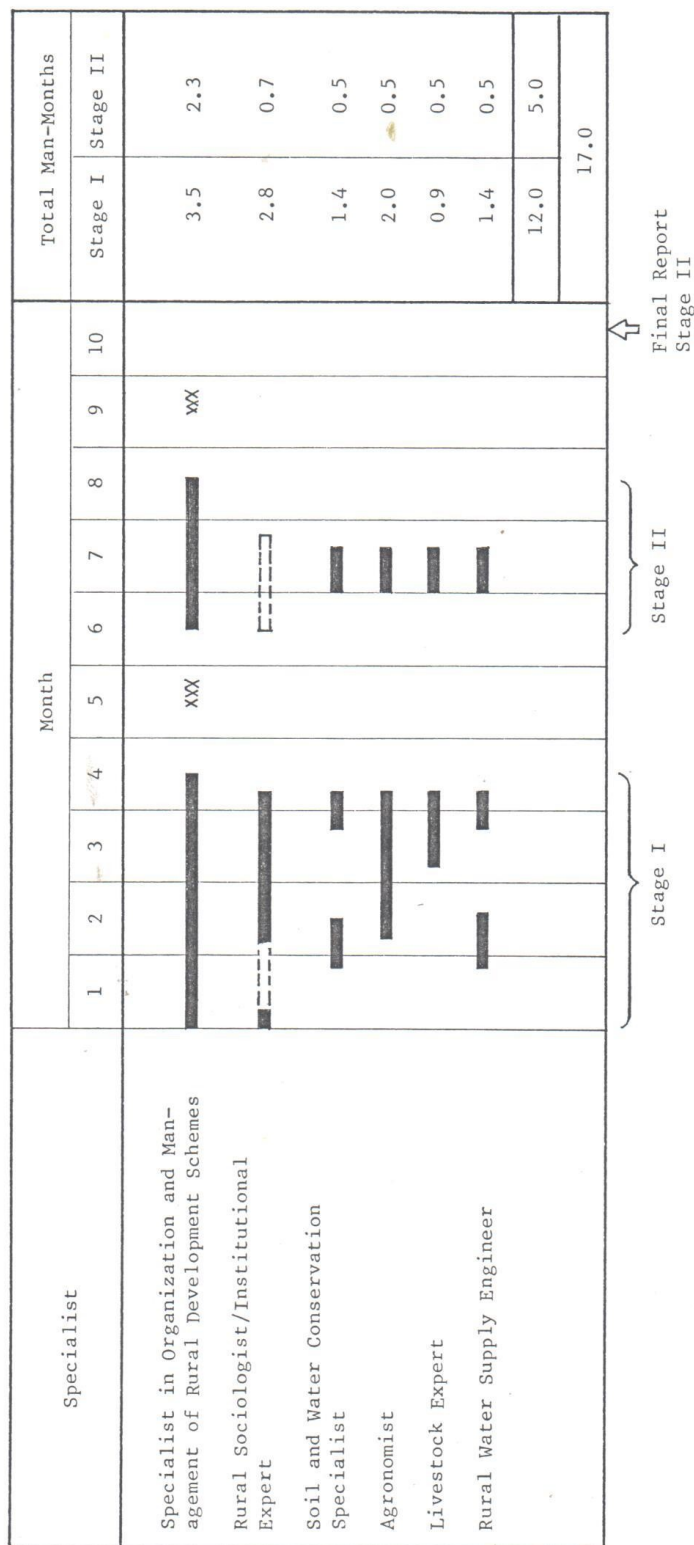
The planned period of work and the timing thereof for each of the proposed experts is shown in Annex C.2, which also shows the work programming for the execution of the assignment.

All necessary backstopping and support services will be provided by BMB headquarters and by the support staff of Muticon.

* Depending on the date of commencement of the assignment, Mr L.T. Sweetman could be made available for the post of Team Leader. His experience record is attached in Annex D.

C.2 BAR CHART OF CONSULTANCY SERVICES
AND WORK PROGRAMME

BAR CHART OF CONSULTING INPUTS



■ Full-time involvement, Kenya

--- Part-time involvement, Kenya

xxxxx Involvement, home office, Europe

Month Week	Stage I										Stage II										Interim										Total Man-Months												
																																									Stage I	Stage II	
	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	29	30	31	32	33	34	35	36	37	38	39	40	41	42	
1. Specialist In Organization & Management of Rural Development Schemes/ Team Leader																																											
- General orientation, work programming																																											
- Coordination, guidance of team members																																											
- Evaluation of accounting system																																											
- Assessment of adequacy of PWD																																											
- Evaluation of sufficiency of contingency funds																																											
- Overall evaluation																																											
- Preparation draft final report Stage I																																											
- Preparation final report Stage I																																											
- Outline of project proposal Stage II																																											
- Consultations with team on project proposal																																											
- Feasibility calculations																																											
- Final formulation of project proposal																																											
- Preparation draft final report Stage II																																											
- Preparation final report Stage II																																											
2. Rural Sociologist/Institutional Extension/Community Team Leader																																											
- Assistance in general orientation, work programming																																											
- Evaluation of cooperatives																																											
- Evaluation of rural industry, off-farm employment																																											
- Evaluation of extension services																																											
- Evaluation of social services																																											
- Evaluation of adult education																																											
- Overall assessment of impact on women																																											
- Participation in overall evaluation																																											
- Participation in Stage II project formulation																																											
3. Soil and Water Conservation Specialist																																											
- Evaluation of soil and water conservation systems																																											
- Participation in overall evaluation																																											
- Participation in Stage II project formulation																																											
4. Agronomist																																											
- Evaluation of horticultural development																																											
- Evaluation of forestry development																																											
- Participation in overall evaluation																																											
- Participation in Stage II project formulation																																											
5. Livestock Expert																																											
- Evaluation of livestock development																																											
- Participation in overall evaluation																																											
- Participation in Stage II project formulation																																											
6. Rural Water Supply Engineer																																											
- Evaluation of water supply and distribution systems and policy																																											
- Assessment of technical condition of systems																																											
- Participation in overall evaluation																																											
- Participation in Stage-II project formulation																																											
Final Report Stage I																																											
Draft Final Report Stage I																																											
Final Report Stage II																																											
Draft Final Report Stage II																																											
12.0																																											
5.0																																											

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Full-time involvement, Kenya

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Part-time involvement, Kenya

+++

Involvement home office, Europe

Final Report Stage I

Draft Final Report Stage I

Final Report Stage II

Draft Final Report Stage II

ANNEX D

EXPERIENCE RECORDS OF EXPERTS PROPOSED

D.1 Experience Records

Specialist in Organization and Management
of Rural Development Schemes/Team Leader

EXPERIENCE RECORD of CREYKE, Gavin F.

Nationality: British

Year of Birth: 1938

Qualifications: National Certificate in Agriculture, UK, 1960
B.A. (Agricultural Economics), Open University,
UK, 1973
M.A. (Agricultural Economics), University of
Leeds, UK, 1976

Languages: English (native)
French

Professional Experience:

1960 - 1962 Auckland Dairy Board, New Zealand
Dairy Herd Analyst
Responsible for farm management services to 32
dairy farms including budget and cash flow plans
for both herd and all farm enterprises, herd
recording and costings, monitoring of nutrition,
health, fertility, lactation curves and
financial viability

1963 - 1964 Dairy Farm Manager, New Zealand
Responsible for milking, breeding programme,
nutrition and fodder production. Increased
yield and financial viability

1964 - 1966 Consultant to private farmer clients, Australia
Advice on development of farms in North
Queensland, for sugar cane, pineapples and
ranching. Responsible for both technical and
financial management

1966 - 1967 Rehabilitation and development of 126,000 ha.
beef unit in N. Territory, Australia
Manager
Responsible for technical and financial
management, land surveying and clearance,
machinery, stock health, nutrition and fodder
production

Experience Record of Creyke, Gavin F. (Continued)

- 1967 - 1968 Private Coconut Plantation and Livestock
Enterprise, Papua New Guinea
Consultant
- Responsible for budgetary control and
coordination of activities, involving land
drainage, planting programmes, crop research and
pasture establishment
- 1968 - 1969 Private Banana and Sugar Cane Enterprises, Fiji
Consultant
- Responsible for financial analysis and technical
coordination of land clearance, planting
programmes and harvesting
- 1976 - 1978 Private Beef and Dairy Enterprises, UK and Canada
Consultant, later Manager
- Duties included financial and technical analyses
of production units and implementation of
development plans. Responsible for herd health,
nutrition, a breeding programme and financial
viability
- 1978 - 1981 Edible Oil and Stockfeed Plant, Zambia
Project Economist/Manager
- Responsible for economic and technical appraisal
and project implementation. Coordination of
extension services to oil seed growers through a
cooperative society. Crop purchase and
marketing strategy, for above and associated
tobacco and seed maize grading operations.
Established monitoring and evaluation system
- 1981 - 1985 Botswana Development Corporation, Botswana
Manager, Agricultural Division
- Responsible for major economic and technical
reappraisal and development of the Corporation's
agricultural holdings totalling 23,500-ha,
including beef, dairy, citrus, cotton, cereals,
vegetables, fodder and smallholder enterprises.
Coordination of multidisciplinary staff and
consultants undertaking soil surveys,
groundwater studies, land use planning,
irrigation layout and economic analysis of
proposed expansion of national irrigation
capacity

Experience Record of Creyke, Gavin F. (Continued)

Conducted economic studies for various independent commercial enterprises, i.e. beef, dairy, poultry, rice, arable, horticultural, medicinal plants, sewage effluent, fish farming, forestry, palms and large- and small-scale irrigation schemes. Also studied many small industrial, commercial and agricultural development projects

Consultant to the National Development Bank on economic and technical aspects of arable, livestock and irrigation development. Also advised Ministry of Development Planning on a regional plan for the development of irrigated agriculture in Central District

Member of national steering committees for dairy development; oil seeds, fruit and vegetable marketing, forestry, agro-based industries, food strategy and small-scale industries

Created the following social and education programmes; adult literacy, medical clinics, rural housing, off-farm income generation, technical and mechanical training

1985

Provincial Minor Irrigation and Agricultural Development Project, Pakistan
Consultant Economist

Responsible for training of local consultants and project economists with a view to upgrading their capacity to consider the sociological, financial and economic aspects of selecting and evaluating irrigation schemes. Identification of the sociological issues relating to organization of the scheme's beneficiaries, land tenure and water sharing arrangements. Study of marketing constraints and opportunities for arable, fruit and vegetable crops. Monitoring and evaluation of project activities

1986

Ministry of Agriculture, Sierra Leone
Consultant

Evaluation of IBRD/UNDP technical assistance input to the Ministry. Evaluation of an integrated rural development project; crops included rice, cassava, coconut and oil palm

Experience Record of Creyke, Gavin F. (Continued)

1986 IBRD mission to review the public investment
 programme in agriculture in Sierra Leone.
 Included producer prices for export crops;
 organizational structure of Produce Marketing
 Board; operation of rice strategic reserve;
 price and import policy for rice.

Specialist in Organization and Management
of Rural Development Schemes/Team Leader (alternative)

EXPERIENCE RECORD of SWEETMAN, Leonard Trevor

Nationality: British

Date of Birth: 1 August 1940

Qualifications: B.A. Hons (Geography), University of Oxford, UK, 1962

Certificate of European Studies, College of Europe, Bruges, Belgium, 1963

Graduate studies in Economic Theory, Econometrics and Development Economics, London School of Economics, UK, 1967/1970

M.Sc. (Agricultural Economics), University of London, UK, 1975

Course on Sample Surveys in Agriculture and Rural Development, University of Kent, UK, 1984

Languages: English (native)
French, German, Spanish, Dutch, Russian, Kiswahili

Professional Experience:

1963 - 1965 London School of Economics, UK
Research Assistant to Greater London Group

Investigation into effects of local authority structure on the provision of education and planning services in six urban areas in the Home Counties

1967 - 1969 Ministry of Agriculture, Nairobi, Kenya
Assistant Secretary/Finance Officer

Administration of the Ministry's Development Estimates for Agriculture and Water Development, including substantial participation in project preparation. Delegated responsibility for preparation and control of recurrent estimates. Coordination of all technical assistance.

1969 - 1971 Sir William Halcrow & Partners, Consulting Engineers, London, UK
Economist

Advising a group of local authorities on the presentation of evidence to the Commission of Enquiry into the siting of the Third London Airport; criteria of the cost-benefit analysis and prediction of surface-access flows

Experience Record of Sweetman, Leonard Trevor (continued)

- 1971 London Tourist Board, UK
Information Assistant
- 1971 London School of Economics/Greater London Council,
UK
Research Assistant/Economic Consultant
- Investigation of the regional structure of
employment in London in the 1960s
- 1971 - 1974 OXFAM, UK
Field Director for Equatorial Africa, based in
Kinshasa, Zaire
- Responsible for awarding grants in the region in
the fields of development aid, welfare, and
relief. A substantial programme of aid to small-
scale rural development was undertaken through
non-government schemes in agriculture (e.g. seed
improvement, soya introduction) and animal
husbandry (e.g. village herd expansion, small
stock improvement, feed mills) as well as
medico-social care, technical education and
artisanal training
- 1976 Bookers Agricultural and Technical Services Ltd,
London, UK
Senior Economist
- Responsible for the economic appraisal of agro-
industrial development projects in tropical
agriculture, with strong emphasis on sugar cane.
Formulation of cost-benefit analysis of new sugar
plantation projects in Guyana and Somalia.
Participation in advisory mission for the
rehabilitation of two sugar plantations in
Madagascar and a multi-disciplinary study of
development of the Tanzanian sugar industry
- 1977 Commission of the European Communities, Brussels,
Belgium
Principal Administrator, Projects Directorate,
D.G. VIII (Development)
- Responsible to a Sector Head for the economic and
financial evaluation of agricultural projects
financed by the European Development Fund and the
Community's programme of aid to non-associated
countries

Experience Record of Sweetman, Leonard Trevor (continued)

- 1978 - 1980 College of Agriculture, Indore, Madhya Pradesh, India
Agricultural Economist on Indo-British Project
- Monitoring and evaluation, by way of sample surveys, of the impact on farming systems of a collaborative ODA/ICAR project for operational research in improved dryland farming technology
- 1980 - 1982 Ministry of Rural Development, Togo
Advisor to the Monitoring and Evaluation Unit of the Rural Development Project for the Maritime Region (PRODERMA)
- Responsible to the Director-General of Rural Development for the design, execution, analysis and presentation of findings from sample surveys carried out to measure the impact on a target population of 20,000 farming families in this US\$12.5 million integrated rural development project. Seven sample surveys covering the mode of extension by way of growers' associations, the extension impact of improved techniques on maize, rice and cotton farmers, and the agricultural land use patterns over 6,500 km² of the region in main and secondary rainy seasons were designed and executed with a field staff of 21 and a small data processing team (IDA/Fonds d'Aide et de Coopération)
- 1982 Ministry of Agriculture, Ghana
Advisor to management of Volta Regional Agricultural Development Project (VORADEP)
- Responsible for design of an effective monitoring and evaluation system for ongoing, mid-term and post evaluation of the progress, output and efforts of this integrated rural development project, with emphasis on small farmer food crop production. Implementation of AT&V system to improve inputs and advice to 60,000 holdings growing maize, rice, sorghum, cassava, yams, groundnuts and cowpeas, with ancillary services in animal husbandry, veterinary medicine and fisheries, nutrition education and feeder road development. Selection of staff, design of questionnaires for baseline and "contact-farmer" surveys, setting up of manual data processing systems and elaboration of a comprehensive system of internal reports, including preparation of report formats (IDA/IFAD)

Experience Record of Sweetman, Leonard Trevor (continued)

1982 - 1985

Louis Berger International, New Jersey
Consultant

(1982-1984) Assigned to Integrated Rural Development Project in Niamey, Niger (USAID-financed), as Head of Monitoring and Evaluation Unit
Project involved agricultural training and extension, applied agronomic research, agricultural credit and input supply, strengthening of village development institutions, women's participation in development, and reinforcing of technical services. Responsible for design and implementation of management information system, comprising annual and quarterly work plans and related progress reports. Design and implementation of a farm survey facility to assess project impact on target population. The project aimed to raise productivity of staple cereals (millet and sorghum) and cowpeas on 5,000 holdings. Impact was assessed through surveys of adoption of improved techniques and yield levels, economic and financial viability of extension recommendations as applied to 40 holdings, and personal characteristics and agricultural background of trainees recruited to Farmer Training Centres. The Project's micro-computers were employed for survey analysis and management

(1984-1985) Assigned to Notse Rural Development Project, Togo (IFAD-financed), as Head of Monitoring and Evaluation Unit
Responsible for development of a management information system for: surveys of project impact on target population (peasant farmers), internal programming and reporting. Main objective of the project was maintenance of cotton output in one of the country's most productive cotton-growing areas (3,500 km², 12,000 farm-households, 14,500 t/yr), while improving productivity of traditional food crops (maize, groundnuts, cowpeas and root crops) through agricultural extension and training, input supply and credit, cooperative development, promotion of ox-drawn cultivation, improvement of main road axis and feeder road development, drilling of 70 tube-wells, and implementation of applied agricultural research programme. Impact was assessed by baseline survey of 180 holdings, seasonal yield and adoption

Experience Record of Sweetman, Leonard Trevor (continued)

surveys of principal extension recommendations,
and a regularly updated village-level database.
Recruited and trained Unit's staff

1986

University of Kent at Canterbury, UK
Consultant, Applied Statistics Research Unit

Assisted the Unit's Software Development Team in
promotion and preparation of training and
demonstration materials for U-SP, a comprehensive,
user-friendly micro-computer software package for
integral processing, management and analysis of
sample surveys and similar investigations.
Participated in teaching of the Unit's summer
course in Sample Surveys for Agriculture and Rural
Development

1987 - date

Consultant in Agricultural Economics

(1987) Interdisciplinary Technical Mission to
Tanzania, for United Nations High Commission for
Refugees

Member of three-man team which reviewed existing
situation of and prepared, for the use of UNHCR,
long-term strategies for development and closer
integration into the host country's socio-economic
structures of long-standing Barundi refugee
communities. These comprise 180,000 people,
engaged almost exclusively in agriculture, and
grouped in three substantial settlements and an
extensive area of self-settlement in three regions
of Western Tanzania. Particular attention was
given to macro-economic policies towards
agriculture and application of simple model for
assessing the settlements' human carrying capacity

(1987) Elaboration of training programme for
strengthening planning capability of Ethiopian
Ministry of Coffee and Tea Development
(FAO-financed)

Member of four-man team which reviewed current
workload, staffing, technical capability and
organization of the planning personnel of the MCTD
and its departments and parastatal enterprises,
and designed four-year in-service training
programme for upgrading planning and programming
capacities. Responsible for design and operation
of management information systems and the
monitoring and evaluation of investment programmes,

Experience Record of Sweetman, Leonard Trevor (continued)

covering both parastatal plantations and large-scale smallholder coffee development projects. Identification and analysis of sub-sectoral policy issues, market studies and project formulation. Training in MIS, and monitoring and evaluation

(1988) Short evaluation mission in Pakistan

Publication: "Prefects and Planning: France's New Regionalism",
Public Administration, Volume 43, 1965.

Rural Sociologist/Institutional Expert/
Deputy Team Leader

EXPERIENCE RECORD of MUTISO, Gideon-Cyrus Makau

Nationality: Kenyan

Date of Birth: November 1942

Qualifications: B.A. (Political Science), Parsons College,
Fairfield, Iowa, USA, 1965

M.A. (Political Science), University of Kansas,
USA, 1966
Thesis: The Use of Economic and Political
Development as Ideology in Kenya, 1952-1963

Ph.D. (Political Science), Syracuse University,
New York, USA, 1968
Thesis: Socio-Political Ideas in African
Literature in English, 1945-1967

Languages: English/Kiswahili

Professional Experience:

1965 - 1979 Positions in institutes of higher education

(1965) Parsons College, Fairfield, Iowa, USA
Tutor, Department of Government

(1966) University of Kansas, USA
Tutor, Department of Political Science

(1967) Syracuse University, New York, USA
Lecturer, Programme of East African Studies

(1968-1969) Montclair State College, New Jersey, USA
Assistant Professor, African Politics

(1969) St. John's University, Jamaica, New York, USA
Adjunct Assistant Professor, African Politics

(1969-1970) Rutgers University, New Brunswick, New Jersey,
USA
Assistant Professor, African Politics

(1970-1979) University of Nairobi, Kenya
(1970-1972) Lecturer, Department of Government
(1972-1976) Senior Lecturer, Department of
Government
(1973-1974) Deputy Director of Diplomacy
Training Programme
(1976-1979) Associate Professor, Department of
Government

Experience Record of Mutiso, Gideon-Cyrus Makau (Continued)

During the period 1965-1979, taught the following subjects:

- at undergraduate level: American Government; Introduction to Political Science; African Political Thought; Politics and Literature of the Caribbean; Comparative Politics of the USA and USSR; Comparative Politics of Post Industrial States (Japan, USA and USSR); Issues in African Public Policy
- at postgraduate level: African Social and Political Theory; Government of South-East Asia; Comparative European Governments; Contemporary African Politics; Governments of the UK, USSR and USA

1979 - 1983 The Daily Nation, Kenya
Assistant Managing Editor

1983 - date Muticon, Mutiso Consultants Ltd., Nairobi, Kenya
Managing Director

Consulting Assignments:

1969 New Brunswick Board of Education, USA
Development of African materials for use in
Grades K-7th (New Jersey Urban Schools
Development Council)

 New Jersey Urban Education Corps, USA
Development of African materials and training of
history teachers

 Urban Institute, Montclair State College, USA
Reading programme evaluation and development of
social science and literary materials for use in
the TRY and Upward Bound Programmes; General
African Programme

 New Jersey Urban Education Corps, USA
General African Programme

1971 - 1972 Kenyan Government Employment Mission (ILO/UNDP)

1972 Member of Kenyan Government Special Rural
Development Evaluation Team

 Consultant on Education and Development, All
Africa Conference of Churches

1974 Consultant, World Council of Churches, CCPD
Division, Geneva, Switzerland

Experience Record of Mutiso, Gideon-Cyrus Makau (Continued)

- Consultant, UNESCO, Methods and Analysis
Division, Paris, France
- 1976 Consultant on Kenyan Government National
Committee on Educational Objectives and Policies
- ILO/ARLAC Labour Training, Arusha, Tanzania
- Drought Data, (IDEP/ENDA), Dakar, Senegal
- 1978 Marginal Semi-Arid Preinvestment Inventory,
(Government of Kenya/CID/USAID)
- 1979 Second Urban Project, Kenya Low-Cost Housing
By-Laws Study (Government of Kenya/World Bank)
- 1983 District Focus and Kitui Arid and Semi-Arid
Programme, Kenya (USAID/Government of Kenya)
- 1984 Study of honey exports (private client)
- Consultant, University/Industry Manpower Use
Linkages (Economic Commission for Africa)
- Funding Culture (Ford Foundation)
- Commodity Imports (Swedish Development
Cooperation Office)
- Management of District Focus (Government of
Kenya)
- Food Distribution - Accelerated Development
Programme (UNICEF)
- 1985 NGOs in District Development: MCC/Machakos DDC
- Agro-Forestry Project Extension (Mazingira
Institute)
- Social Science Research Competition, East and
Southern Africa Programme (IDRC/Ford Foundation)
- Busia Rural Housing Improvement Project, Kenya
(Mazingira Institute)
- Community-Based Distribution Programme Manual
(Pathfinder/Maendeleo Ya Wanawake)

Experience Record of Mutiso, Gideon-Cyrus Makau (Continued)

Co-Team Leader in Development of a National CBD Plan (USAID/National Council for Population and Development/Pathfinder)

Kitui Primary Health Care Evaluation (USAID/CRS)

Innovative Development Approaches (VADA/USAID/IIRR)

Food Crisis in Africa (NCK)

NGOs Contribution to Development (University of Nairobi/IDS)

Environment and Development Approaches (KENGO/Earthscan/SIDA/NES/Kenya Times)

Tana Mango Processing Project (YWCA/KREP/USAID/Ford Foundation)

National CBD System (Government of Kenya/NCPD/Pathfinder)

The State of Seeds (MCC/KENGO)

1986

Integration of Energy Projects (MOERD/KCEAP/Mazingira Institute)

Programme Development on Training for Leadership Development (USAID/K)

Evaluation of the Urban Poverty Programme, Eastern Africa (Ford Foundation)

Proposal and Programme Development on Semi-Arid Lands Water and Food Project (ADI)

Media Policy-Makers' Training on Environment (KENGO)

Reorganization and Programme Development, Addis Ababa, Ethiopia

1987

Participatory Development Approaches (KNCSS)

Proposal and Programme Development, Livestock Development Project (ADI)

Programme Development, Small Grants (VADA)

Experience Record of Mutiso, Gideon-Cyrus Makau (Continued)

Kisii Food Processing/Storage Project
Prefeasibility Study (YWCA)

Team Leader, District Energy Task Force,
Ministry of Energy and Regional Development and
Kenya-Canada Energy Advisory Project

Marketing of Fresh Mangoes by Tana River Women's
Groups (YWCA/Ford Foundation)

Africa Beyond Hunger, 1957-2057 (NORAD/SIDA/Ford
Foundation)

R&D Policies and Core Programmes for Beijer
Centre for Energy and Development in Africa

Senior Management Seminar, Policy Planning
(Government of Kenya/Kenya Institute of
Administration)

Programme Formulation Review, Kenya Woodfuel
Development Project (Beijer Institute)

African Development Foundation Projects
Assessment (US Government)

Kenya-Staff College, Strategic Planning (Office
of the President/Kenya Institute of
Administration)

Bura Fuelwood Plantation Project Phase II
Appraisal (Government of Kenya/FINIDA)

Senior Management Training Seminar, Political
Development (Office of the President/Kenya
Institute of Administration)

Consultant and Canadian Representative of joint
donor (Canada/Netherlands/Sweden) mission to
Kenya to formulate projects in energy and
related projects (Ministry of Energy and
Regional Development)

1987 - 1988

Mutomo Soil and Water Conservation Project
Newsletter Design and Production (Ministry of
Agriculture/DANIDA)

1988

Alternative Arid and Semi-Arid Lands (ASAL)
Projects Administrative and Financial Approaches
(Ministry of Planning and National Development/
IFAD)

Experience Record of Mutiso, Gideon-Cyrus Makau (Continued)

Technical and Project Management Approaches,
Baringo Fuel and Fodder Project (Ministry of
Energy and Regional Development/Netherlands
Government)

Other Professional Activities:

Black Academy Review, Buffalo, New York, USA
Associate Editor for East Africa

African Scholar, Washington D.C., USA
Associate Editor

Journal of East African Research and
Development, Nairobi, Kenya
Deputy Editor

African Review, Dar es Salaam, Tanzania
Associate Editor

Presented numerous papers at seminars and
conferences

Selected Publications:

Social Change and Pan Africanism, Black World,
Vol. 19, No. 10, August 1970

Kenya: Technical Education and Change, East
African Journal, Vol. 8, August 1971

Chicawa: The Politics of Education and Research
in Anglophonic Africa, African Scholar, 1971

Tools are for People: Toward an Africanized
Technology, The Ecumenical Review, Vol. XXIV,
No. 3, July 1972

Planning High Level Manpower and the African
University, Association of African Universities
Magazine, 1973

Creating the African University: Emerging Issues
in the 1970s, Ibadan, OUP, 1973 (co-author)

Weusi: Socio-Political Thought in African
Literature, Macmillan, 1974

Kenya: Politics, Policy and Society, EALB, 1975

Kitui: The Ecosystem, Integration and Change,
African Environment, Occasional Paper, 1976.

Agronomist

EXPERIENCE RECORD of WEST, Michael John

Nationality: British

Year of Birth: 1940

Qualifications: B.Sc. Hons (Agricultural Botany), University College, Bangor, UK, 1965

M.Sc. (Applied Genetics), Birmingham University, UK, 1966

Professional Affiliations:

Fellow of the Royal Geographical Society, UK

Member of the Institute of Biology, UK

Chartered Biologist

Member of the Tropical Agriculture Association

Languages: English (native)

German, French, Amharic

Professional Experience:

1959 - 1961 Worked on a mixed farm in the UK. Finally responsible for a herd of 100 pedigree Ayrshire milk cows

1967 - 1969 Cotton Research Corporation, Nigeria
Plant Breeder

Development of improved varieties of cotton. Provision of advice to local farmers via the Ministry of Agriculture. Breeding work included field experimentation, and design and analysis of trials and hybridization programmes aimed at improving crop yields, fibre quality and resistance to disease under rainfed and irrigation regimes. Responsible for setting up a small-scale fibre testing laboratory. Maintained close contacts with Nigerian textile industry with regard to its fibre quality requirements and the multiplication and phasing-in of new varieties

1969 - 1970 Tanzania
Plant Breeder/Agronomist

Responsible for coastal cotton-growing zone. Design, layout and analysis of field trials, including supplementary irrigation

Experience Record of West, Michael John (Continued)

1970 - 1971

Rothwell Plant Breeders, UK
Plant Breeder

Involved in hybrid wheat project. Directly responsible for certain aspects of breeding development, in particular the multiplication of female parent lines and the introduction and testing of alternative sources of cytoplasmic male sterility

1972 - 1978

Ministry of Overseas Development, UK

(1972-1976) Assigned to Nigerian Institute for Oil Palm Research, as Plant Breeder

Collection and assessment of existing oil palm breeding data with the aim of planning and initiating future selection and breeding policy. This entailed the organization of a large quantity of data for processing by computer and subsequent interpretation of statistical analysis. Responsible for collection of fruit and bunch quality data and oil content determination. Improvement of existing facilities and methods, together with design and re-equipping of a large new oil fruit and bunch analysis laboratory. Together with the Team Leader, designed a new oil palm breeding programme after conducting a study on the heritability of yield, and fruit and bunch characters. Following a detailed examination of the efficiency of previous trial designs, proposed a new breeding programme and made recommendations on suitable experimental designs for field trials

Served in advisory capacity in coconut breeding and agronomy work which was being developed at the Institute. Collection of plant material of local and exotic origin for evaluation in yield trials

In 1975-1976 conducted additional work for more detailed analysis of yield data, in particular the departure from additivity which would enable identification of crosses between parent palms of the main breeding programme which exhibit hybrid vigour. The statistical analysis was carried out by staff at East Malling Research Station, UK. Returned to Nigeria to discuss

Experience Record of West, Michael John (Continued)

results and practical implications of the work with regard to basic research and the production sector of the industry. Finalized choice of new parents for the next stage of the breeding programme and advised on choice of parents for production of commercial seed to be distributed to farmers and industry

(1976-1978) Assigned to an agricultural rehabilitation programme, Southern Region of the Sudan, as Food Crop Agronomist

Initiated and developed research in the following major crops: maize, sorghum, pearl (bullrush) millet, groundnuts, soya bean, cowpea, pigeon pea, sesame and sunflower. Emphasis was on development of oil seeds as possible industrial crops, particularly soya bean and groundnuts. Finger millet, bambara groundnuts, Irish potatoes, various Phaseolus beans, safflower and chickpeas were also investigated. Field trials on exotic and local varieties, together with basic agronomy trials to determine optimum planting time, plant population and fertilizer application. Local varieties of cereal and leguminous crops were collected and tested

The aim was to establish a Food Crop Research Division within the Regional Ministry of Agriculture. This required training of staff, development of sub-centres throughout the region, and design and equipping of research facilities for crop production and crop protection. The agronomists were also responsible for identifying insect pests and plant diseases of the region and for setting up a reference collection of insect pests. Collaborated with extension staff in collection of local plant material, dissemination of crop husbandry recommendations and determination of acceptability to local farmers of new varieties as regards their place in the farming system, general palatability and farmers' ability to process the seed for food

Also supervised initial stages of seed multiplication of maize, groundnuts and sorghum, and assisted in establishment of a series of agro-meteorological stations (IBRD financing)

Experience Record of West, Michael John (Continued)

1978 - 1984

ULG Consultants Ltd, UK

Job development, preparation of technical and other proposals

(1979-1982) Assigned to irrigated agriculture project in Middle Awash Valley, Ethiopia, as Agronomist/Entomologist

Advice to State Farm and Settlement Farms on all aspects of crop protection and crop husbandry methods for crops grown in the project area: cotton, maize, sesame, onions, sweet peppers and various legumes. In collaboration with Institute of Agricultural Research and technical section of the Ministry of State Farm Development, established trials programme to include irrigation and variety trials, fertilizer trials and methods of weed, insect pest and disease control. Developed and established integrated pest management programme for large-scale cotton production. Advised on methodology for evaluating impact of chemical pesticides on the environment, monitoring of presence of persistent organo-chlorine insecticides in project soils and waters, and safe handling of chemical pesticides. Initiated and ran training courses for pest assessors and other technical staff. Also responsible for forestry aspects of the project

(1982) Agronomist on feasibility study for identification and planning of a 15,000-ha pump irrigation scheme, Burma

Identification of constraints on development of irrigated agriculture, including labour requirements and crop handling and processing facilities. Preparation of projections for suitable management systems. Also responsible for various aspects of crop research and extension systems. Made recommendations on farm mechanization, workshop facilities and training. Together with Water Resources Expert, prepared crop water requirements (ADB financing)

(1982) Cotton Specialist on desk study of feasibility of establishing a cotton ginnery and oil processing mill for the Middle Awash Valley, Ethiopia

Experience Record of West, Michael John (Continued)

(1983-1984) Assigned to Coffee Development Programme, Tanzania, as Plant Breeder

Aim of the project was to re-establish a coffee breeding programme to develop strains resistant to coffee berry disease by the introgression of genes for resistance from wild coffee. Breeding of dwarf varieties suitable for high density plantings and of strains resistant to Fusarium Bark disease. A start was made in identifying germplasm material resistant to coffee root knot nematodes for future breeding work. Developed long-term breeding programme, and introduced improvements in plant propagation methods. Prepared draft proposals for a multidisciplinary regional coffee research programme for possible funding as a cooperative programme for East Africa by the EEC (EDF financing)

1985 - date

FAO, Rome, Italy

Strengthening of Research Capabilities of Pakistan Central Cotton Committee Institutes
Project Manager

Coordination and management of cotton research project. Supervision of international team and short-term experts covering a wide range of disciplines, including low-cost farm mechanization, crop protection, agronomy, soils management, pathology, textile technology, breeding, cytogenetics, crop forecasting and pesticide use and manufacture. Provision of technical support in preparation of cotton policy programme. Supervision of manpower training programmes. Synthesis and development of links between research and farmer. Preparation of budgets, technical, management/monitoring reports.

Soil and Water Conservation Specialist

EXPERIENCE RECORD of SCHERER, Leroy

Nationality: American

Date of Birth: 25 June 1929

Qualifications: Hemphill Diesel and Auto Cert. Mech., 1949

Associate of Arts, Boise Jr. College, USA, 1957

B.Sc. (Agricultural Engineering), University of Idaho, USA, 1959

Dam Design and Construction Management, US Department of Agriculture, 1968 and 1970

Management Motivation, Boise State University, USA, 1974

Language: English (native)

Professional Experience:

1959 - 1965 Department of Agriculture, Soil Conservation Service, Idaho, USA
Agricultural Engineer

Survey, design and supervision of construction of irrigation, drainage, flood control and erosion control structures and systems

1965 - 1967 Granco Steel, St. Louis, Missouri, USA
Product Development Engineer

Design and development of steel products for the agricultural market, including ditch liners, water catchment and storage systems and highway drainage devices

1967 - 1971 Soil Conservation Service, Aztec (New Mexico) and Montpelier (Idaho), USA
Agricultural Engineer

Responsible for surveys, design and construction supervision of irrigation, drainage, flood control, water supply systems and soil conservation works. Supervision and training of engineers and technicians. Project manager of earth dam construction project

1971 - 1972 JUB Engineers, Nampa, Idaho, USA
General Engineer

Experience Record of Scherer, Leroy (Continued)

General civil design, survey supervisor, and construction supervisor for facility site work, roads, land levelling and sewer lines

1972 - 1974 Agri-Line Corporation, Parma, Idaho, USA
Hydraulic Engineer

Responsible for design, development and servicing of pumps and sprinkler irrigation components for both solid set and centre pivot systems. Developed pump testing facility and trained operating personnel. Served as company representative in sales and start-up installation operations

1974 - 1975 J.R. Simplot Co., Caldwell, Idaho, USA
Project Engineer

In charge of process water disposal for Food Division. Responsibilities included improvement of treatment plant operation for both primary and secondary systems, and design of irrigation works, including a 400-acre automatic system to dispose of 5 MGD of effluent. Design, construction and operation of a pilot automatic irrigation system

1975 - 1982 Ministry of Agriculture, Maseru, Lesotho
Director of Engineering, Soil Conservation Division

Developed the Ministry's Engineering Section, including training, administration and management. The Section included a drafting and copy sub-section and served the Soil Conservation Division and other ministries on a consulting basis. Established land conservation programme for Government of Lesotho, including national standards and specifications. Developed research programmes to establish basic hydraulic and hydrologic data. Designed and supervised construction for desilting the reservoir and raising the wall and spillway of an earth dam which provided water for Mapueteng. Developed alternative energy awareness for use in conservation works, including labour-intensive construction, and design and construction of a large Savonius rotor windpump for an isolated mountain village. Designed and supervised construction of a fish pond system for the Fisheries Section

Experience Record of Scherer, Leroy (Continued)

1982 - 1986

Louis Berger International Inc.
Soil and Water Conservation Engineer, assigned
to Kitui Arid and Semi-Arid Lands (ASAL)
Project, Nairobi, Kenya

Responsible for planning, engineering and construction aspects. Worked with water user groups to improve their ability to construct small water projects, such as subsurface dams, sand dams, rock catchments and earth dams. Worked with user groups on earth dam desilting, including catchment conservation, directing the work of the Agricultural Mechanization Services (AMS) bulldozers, designing, supervising construction and deploying ox-scoops, redesigning dam walls and spillways. These user groups increased their soil conservation efforts while improving their water supply. They were then able to begin tree and vegetable nurseries and vegetable growing. Collected, analysed and interpreted basic data for use in planning and design of soil and water conservation measures in Kitui; modified soil and water conservation measures to suit Kitui conditions. Trained conservation assistants, Ministry personnel and self-help group leaders in soil and water conservation activities. The aim was to enable the groups to continue the water projects after the ASAL project terminated, and to reduce the time spent obtaining water for daily needs, so that more time could be spent on increasing crop production and on soil conservation work. Assisted self-help groups with garden plot vegetable irrigation and developed low-cost pumps. Wrote a handbook for small plot irrigation in the District. Purchased and directed distribution of locally-manufactured digging tools for use by self-help groups in soil and water conservation works

Publications:

Engineering Soil Interpretations for Lesotho,
1976 (co-author)

Depth-Duration-Frequency Curves for Lesotho, 1976

Design Standards and Specifications for Soil
Conservation Measures in Lesotho, 1977

Experience Record of Scherer, Leroy (Continued)

The Universal Soil Loss Equation for Lesotho, 1978

Preliminary "R" Factor for Lesotho, 1979

Using the Planimeter, 1979

Soil and Water Conservation in Lesotho, 1980

Antecedent Moisture Conditions in Lesotho, 1980

Rainfall-Run-off Relations (yield) for Small Catchments in Lesotho (2-800 ha), 1980

Handbook for Planning and Designing Irrigation Schemes in Lesotho, 1980 (co-author)

Silt Trap Design and Construction, 1980 (co-author)

Soil Erosion and Crop Production in Lesotho, 1981

Increasing Soil Moisture and Crop Production in Lesotho, 1982

Planning and Design of Soil and Water Conservation for Kitui District, 1986

Irrigation in Kitui District, 1986 (co-author)

Run-Off Harvesting from Roads, 1986 (co-author)

Soil Conservation Problems and Solutions, Third National Soil and Water Conservation Workshop, Nairobi, 16-19 September 1986.

Livestock Expert

EXPERIENCE RECORD of KIMENYE, David

Nationality: Kenyan

Year of Birth: 1944

Qualifications: B.Sc. (Agriculture), Makerere College, UEA, 1970
M.Sc. (Animal Breeding), University of Nairobi, Kenya, 1973
Thesis: Comparison of Ayrshire and Sahiwal Crossbred Cows with High-Grade Ayrshire on Kilifi Farm, Coast Province of Kenya
Postgraduate Diploma in Animal Breeding, University of Edinburgh, UK, 1973
Ph.D. (Animal Production), University of Nairobi, Kenya, 1978
Thesis: A Genetic Study of the Kenya Sahiwal Cattle

Languages: English/Kiswahili

Professional Experience:

1970 - 1974 Ministry of Agriculture, Kenya
Agriculture Officer

1974 - 1985 Department of Animal Production, University of Nairobi, Kenya

(1974) Assistant Lecturer, Animal Breeding and Genetics

(1975-1982) Lecturer, Animal Breeding and Genetics

(1982-1985) Senior Lecturer, Animal Breeding and Genetics

In addition to teaching duties, involved in the following assignments:

(1977) Study on genetic and non-genetic influence on cattle milk yields, Institute of Animal Genetics and Breeding, Agricultural University of Norway

(1980) Contribution on animal production on the coast of Kenya, for the Report of the National Council for Science and Technology

Experience Record of Kimenye, David (Continued)

- (1983) Livestock Development in the Kerio Valley Basin of Kenya
- (1985) Study on the organization of women's groups and the production and marketing of women's groups' products in Kenya
- 1983 - date Animal production extension to small-scale farmers, for Ministry of Agriculture, Kenya
- 1985 - 1987 Consultant Livestock Ecologist, UNESCO/KALRES
- Study of livestock production in Marsabit District, in particular camels, goats and sheep

Symposium/Conference Papers:

Crossbreeding Between Sahiwal and European Breeds in Kenya, presented at the 19th International Dairy Congress, Karnal, India, 2-6 December 1974

The Choice of Dairy Breeds for the Different Environments of Kenya, Proceedings of the Animal Production Society of Kenya, 8: 8-10, Animal Breed. Abstr. 44, 1975

Should Agriculture and Veterinary Students Have a Common Course in Animal Production?, presented to the 7th Annual East African Animal Science Teachers Conference, University of Nairobi, June 1976 (co-author)

Review of Breeding Programmes in East Africa, presented to the FAO Expert Consultation on Dairy Cattle Breeding in the Humid Tropics, Hissar, India, 12-17 February 1979

Genetic Aspects of Increasing Milk Production in Kenya, presented to the Animal Production Society of Kenya, ILRAD, Nairobi, 7 December 1979 (co-author)

Breeding Programme and Livestock Production Systems in Kenya, presented at the First Committee on Animal Genetics Resources and Conservation for the Region of Africa, Nairobi, Kenya, 13-15 April 1981

Experience Record of Kimenye, David (Continued)

Boran and Sahiwal Cattle in Kenya, in FAO/OAU/UNEP Livestock Production in Africa, presented at the Second Committee on Animal Genetics Resources and Conservation for the Region of Africa, Bulawayo, Zimbabwe, November 1983

Livestock Breeds for Drought Prone Areas in Africa, presented at FAO Workshop on Strategies to Combat Drought in Drought-Prone African Countries, Khartoum, Sudan, November 1985

Drought Management for Arid Pastoral Areas, presented to Media Policy Makers' Workshop, Training on Environment, KENGO, Kabarnet, Kenya, 1986

Publications:

Comparison of Ayrshire and Sahiwal Cows with High Grade Ayrshire in Kenya, E. Afric. Agri. For. J. 40: 416-421, 1975 (co-author)

Relative Influence of Age and Body Weight at First Calving on Milk Production of Kenya Sahiwal Cattle, African Journal of Agricultural Sciences 5: 29-33, 1978

Milk Production of Ayrshire and its Crossbreed with Sahiwal at Machakos and Ngong Veterinary Farms, Kenya, Animal Breed. Abstr. 47: 5935, 1978

Influence of Calving Periods on Kenya Sahiwal Milk Yields, Egerton College Agricultural Bulletin 3, 1979

Milk Production of Friesian and Boran Heifers in Kenya, Egerton College Agricultural Bulletin 3, 1979

Genetic Improvement of Sahiwal Milk Yields, Kenya Journal of Science and Technology Series, B.L.: 44-47, 1980

Influence of Age on Kenya Sahiwal Milk Yields, Kenya Journal of Science and Technology Series, B.L. 67-70, 1980

Influence of Seasons on Milk Yields of Tropical Cattle, Egerton College Agricultural Bulletin 5: 20-25, 1980

Experience Record of Kimenye, David (Continued)

Production Traits of Kenya Sahiwal Cattle,
Bulletin of Animal Health and Production in
Africa, 29(2): 121-124, 1981

Generalized Breed Descriptors for World Cattle,
in FAO Breed Concepts (ed. D. Thornton), Rome,
1984.

Rural Water Supply Engineer

EXPERIENCE RECORD of MUNI, Reuben K.

Nationality: Kenyan

Date of Birth: 20 July 1943

Qualifications: B.Sc. (Civil Engineering), University of
Jadavpur, Calcutta, India, 1971
Main subjects: irrigation, engineering and flood
control

M.Sc. (Engineering), University of Roorkee,
India, 1976
Specialization: Water resources development
Main subjects: investigation and planning of
surface- and ground-water, determination of crop
water requirements, design of various structures
and irrigation systems
Thesis on different methods of designing
irrigation systems

Languages: English/Kiswahili

Professional Experience:

1972 - 1977 National Irrigation Board, Nairobi, Kenya
Irrigation Engineer

(1972) Design and supervision of construction of
water division structure for irrigation at Hola
Irrigation Scheme. Design and construction of
domestic water supply for Scheme villages in Hola

Execution of a feasibility study, with ILACO
team of consultants, for Masinga and Bura
Irrigation Schemes

Construction of domestic water reticulation at
Mwea Irrigation Settlement. Layout and design
of 3,000 acres of basin irrigation at Mwea
Irrigation Settlement

(1973) Supervision of construction of flood
protection dikes, main collector drain

Layout and design of 600 acres furrow irrigation
at Hola

Layout, design and construction of Karaba
village domestic water supply in Mwea Irrigation
Settlement

Experience Record of Muni, Reuben K. (Continued)

(1974-1976) Overseas study

(1976) Supervision of the construction of basin irrigation system and drains in West Kano in the Kano Plains. Supervision of construction of domestic water supply and other infrastructural facilities in West Kano

(1977) Design and construction of basin irrigation system for Mwea Irrigation Settlement

1978 Hastings Irrigation (K) Ltd.
Production Engineer

Manufacturing of pipes and fittings for sprinkler irrigation

1979 - 1982 National Irrigation Board, Nairobi, Kenya
Senior Irrigation Engineer

Analysis of South Kano Feasibility Study

Determination of water requirements, design and preparation of contract documents for sprinkler system at Mwea Irrigation Scheme

Analysis of Yala Swamp reclamation design and tender documents

Survey of water requirements, design and construction of Mwea Irrigation Settlement extension for rice fields

(1979) Feasibility study of water requirements for intensive milk and beef production in Kiswani complex under irrigated fodder production (for the Agricultural Development Corporation of Kenya)

Design and installation of sprinkler irrigation systems throughout Kenya

(1980) Analysis of design and drawings for intake pumping station at Bura Irrigation Scheme

Analysis of crop and domestic water requirements for Bura Irrigation Scheme

1982 - 1983 Mila Engineering Consultants Limited, Nairobi, Kenya
Consultant

Experience Record of Muni, Reuben K. (Continued)

Water Resources Engineer, Narok Agricultural
Development Studies (for Ministry of Agriculture
under World Bank financing)

Water Resources Engineer, Lamu District Planning
Study. Planning of water resources requirements
for agricultural and domestic use

Irrigation/Water Resources Engineer, Kerio
Valley Development Authority. Study for
irrigated horticulture and viniculture.
Identification of irrigation projects

1983 - date

University of Nairobi, Kenya
Lecturer in Irrigation, Department of
Agricultural Engineering.

D.2 Statements of Willingness and Availability of
the Experts to Carry Out the Assignment

Note: Unfortunately, two of the required signed statements of willingness and availability to carry out the assignment have not been received in time for inclusion in this proposal. Mr West was able to communicate by telex his willingness to participate, and a copy of the telex is attached. Mr Sweetman's (alternative candidate for the post of Team Leader) statement will be forwarded as soon as possible.

ANNEX 2

TO WHOM IT MAY CONCERN

I hereby confirm my willingness and availability to assume the post of TEAM LEADER in the joint BMB-Muticon consulting team for the execution of the evaluation of the Machakos Integrated Development Programme in Kenya.

....., .. March 1988


(signature)

With kind regards. /

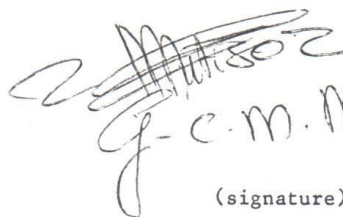
26/2/88.

TO WHOM IT MAY CONCERN

I hereby confirm my willingness and availability to assume the post of ~~.....~~ ^{Rural Sociologist} in the joint BMB-Muticon consulting team for the execution of the evaluation of the Machakos Integrated Development Programme in Kenya.

1st

....., .. March 1988


J. C. M. Mutiso
(signature)

TO WHOM IT MAY CONCERN

I hereby confirm my willingness and availability to assume the
post of ^{Soil and Water} ~~Generalist~~ ^{Expert} in the joint BMB-Muticon consulting
team for the execution of the evaluation of the Machakos
Integrated Development Programme in Kenya.

^{1st}
....., .. March 1988


(signature)

LEROY SCHERER

06.23

52177 berbo nlxqg

24713 pearl pk

52177 berbo nl

1st march 83

for moeller

tk's yr cable re agronomist kenya am most interested available
mid july

regds west c/o undp office , karachi .

52177 berbo nl.....

TO WHOM IT MAY CONCERN

I hereby confirm my willingness and availability to assume the post of ~~Livestock Expert~~ in the joint BMB-Muticon consulting team for the execution of the evaluation of the Machakos Integrated Development Programme in Kenya.

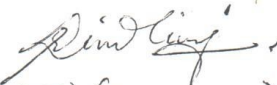
1st
....., .. March 1988

David Kimenyi
DR. DAVID KIMENYE
(signature)

TO WHOM IT MAY CONCERN

I hereby confirm my willingness and availability to assume the
post of ^{Rural Water} ~~Supply Engineer~~ in the joint BMB-Muticon consulting
team for the execution of the evaluation of the Machakos
Integrated Development Programme in Kenya.

1st
....., .. March 1988


(signature) (R.K. MUNI)