

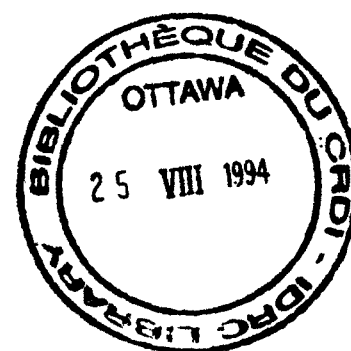
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Vegetable Oil/Protein Systems (Kenya)

Phase III

IDRC Project No 3-P-89-0058

Final Evaluation Report



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Executive Summary

Vegetable Oil Protein Systems (Kenya), 3-P-89-0058

Introduction.

VOPS(K) III was initiated in 1989, following two projects whose aim was to characterize the Kenyan vegetable oil/protein subsector and identify intervention points for its improvement. At this point, Kenya was producing less than 20% of her annual requirement of 100,000 t of edible oils and fats. The foreign currency expended on importation was the highest of all foreign exchange expenditures in agricultural commodities.

VOPS(K) I and II, which ran from 1988 to 1989, were successful in bringing together a team of professionals from different institutional backgrounds in the analysis of the subsector. VOPS(K) III intended to build on this by establishing research capacity in VOPS at a Kenyan institution, Egerton University. The stated general objective of VOPS(K) III was 'to develop an integrated research and development program on the vegetable oil/protein system (VOPS) in Kenya aimed at the removal of constraints to domestic oilseed production, processing and utilization of edible oils and protein cakes. VOPS(K) III consisted of a core program at Egerton, and three satellite projects at three different institutions for which Egerton had administrative responsibility. This was described as a two-tier approach. A key methodological approach, Production-to-Consumption Systems (PCSA), was built into the project design.

VOPS(K) III was implemented in a climate of gradually easing restrictions on the agricultural sector, as part of a move towards more open government. Phases I and II were quite dynamic, with tremendous interest sparked in collaborating institutions. This interest stimulated some interest to the extent that separate initiatives developed as institutions positioned themselves to operate in a subsector suddenly demonstrated to be both interesting and economically important. These early phases were led by an external consultant who brought considerable energy to a catalytic process.

Findings

Conceptual. The conceptual and methodological progress expected of the project during Ph III was found difficult to achieve. The Core Unit, the main group expected to provide leadership and to generate the advances, generally rested on the accomplishments of phases I and II in producing policy recommendations to GOK and in promoting the PCS approach nationally and regionally. The principal methodological tool expected to be adapted and utilized, Method for Assessing, Programming and Managing Integrated PCS (MEPS), had received only partial attention by the end of phase, and was not developed to the point where it could be used as a policy generating mechanism, nor as an input to further developing PCSA concepts. The principal reasons for slow development were understaffing, training delays, constraints to internalization of process in Egerton University, and lack of leadership and management of the project team. It is considered that the external consultant did not fully meet his terms of reference.

The Core Unit developed some policy recommendations that were submitted to the GOK. The Unit participated in GOK fora during which a process of sensitization of oilcrop subsector issues was fostered. The Unit was a contributor to the Cabinet paper which has been circulating within GOK for

several years, and which represents the principal GOK thinking on the subsector.

Because there has been little conceptual progress, contributions to national and regional fora on PCSA have not been able to extend thinking much beyond the definition and diagnostic phases. This is evident from the content of materials presented during seminars, workshops and training courses during 1992. While the Core Unit has espoused the MEPS methodology, it has not fully adapted and tested it for Kenyan conditions.

Management and Implementation. The dialogue established during the design of Ph III on the internalization of VOPS in Egerton was not sustained once the project became operative. University policies and actions worked against the development of capacity within the academic structure. This became more serious during the second half of Ph III, when all project staff were effectively externalized, and had no teaching links with Egerton. Some of this can be attributed to a young institution seeing itself with limited resources, and not wishing to share these with an externally well-funded project. The project leader did not work to minimise this shift.

The appointment of the Deputy Vice Chancellor (DVC) of the new Division of Research and Extension (Div R&E) as Principal Investigator (PI) also led to confusion. Both in Div R&E and at the higher levels of Egerton, the demarcation of responsibilities was insufficiently clear, with the DVC sometimes in conflict in his roles. The DVC's broad responsibilities restricted the time he made available to the project. Day-to-day project coordination was not always consistent or effective.

Strategic management of Ph III was weak. Activities and their expected outputs commonly slipped, with some being significantly delayed. This became especially serious in the satellite projects where transfer of funds by Egerton was often several months late. As a result, two of the three satellite projects have not met their original expectations. In the Core Unit lower priority activities, such as exhibitions and trade fairs, competed for staff time with activities which should have produced significant research outputs. There was an inequitable distribution of activities between staff members which should have been corrected through staff appraisals. Training opportunities were not allocated optimally.

The Core Unit suffered from inconsistent staffing. Staff numbers and qualifications overall were insufficient to achieve the objectives as defined. The earlier-than-expected loss of the consultant identified as a key resource to Ph III was not matched by an increase in capacity in the project team.

Project funds were inefficiently used. The University did not establish transparent financial mechanisms that allowed prompt servicing of both the Core Unit and satellite projects, nor did it establish a rigorous book-keeping system that avoided common traps of incorrectly charging other expenses to the project. As definable outputs of the Core Unit slipped over time, the relative cost of each output rose significantly.

Impacts and results. Ph III took place during a period of gradual shift towards more open government. As a result, attributing sub-sectoral change to project initiatives is quite difficult. The probable most significant outcome of the project is a greater awareness of the subsector throughout the higher levels of GOK. It is not possible to attribute specific policy decisions to specific interventions, but it is clear that some project outputs, especially one policy paper and a couple of collaborative inputs to policy drafting, positioned information on needed policy changes in the hands of senior ministers at an appropriate time. Some policy decisions may have resulted from these, though not immediately. The use

of variable levies in other sub-sectors (though not in oilcrops) is confidently attributed to a 1991 VOPS(K) policy paper. Price decontrols may have been made more quickly as a result of information supplied by the project. Farmgate prices for oil have risen approximately threefold.

Such gains are attributable to the level of thinking achieved and intervention points identified at the end of Ph II. During Ph III, the Core Unit used much of the basic information generated in Ph II to sell the concept of PCSA to a broader audience. Work done during Ph III on data collection approaches, statistical abstraction and MEPS adaptation remained incomplete and generally unreviewed at the time of the evaluation. This did not contribute significantly to the content of papers delivered at national and regional fora. In general, the project has not furthered significantly the cause of PCSR through a strengthened, explicit methodology, with data to support it. This potential is still to be realized.

While most of the foregoing may suggest that the outcome of Ph III was insignificant, this is not in fact the case. For all the deficiencies, the delivery of policy advice to the GOK probably occurred at a rate appropriate to the possible rate of absorption (defined by both commitment to change and increasing interest in the subsector). Interventions in the subsector by others benefited positively from the knowledge base that Egerton was slowly developing. Egerton demonstrated to the GOK the value of involving an university in policy development processes; this has resulted in continued consultation.

However, it is important to note that the GOK has moved more slowly on this subsector than others, possibly because it is considered by the GOK not so important economically at the small-farm level than others, but also because there are some vested interests which prefer the status quo. Had the project been more effective in providing quantitative evidence of the value of increased output in both edible oils and protein cake, it is possible that more significant change might have occurred. The continued unofficial remission of duties on imported palm oil reduces progress towards the broader goal of bringing benefit to rural oilcrop producers. Lack of progress in the satellite projects prevents an assessment of impact at the producer level.

Ph III Extension. Egerton has moved towards meeting most of IDRC's conditions for reinstating disbursement of funds. In the expectation of a fully satisfactory resolution of outstanding issues, the new PI and his staff have been taking the initial steps in planning for the completion of Ph III. Egerton has internalized the project in the Dept of Agricultural Economics, and there are currently two staff members assigned principally to project activities. The involvement of further staff on varying bases is expected as task assignment is completed. While the University administration has suggested that such change demonstrates Egerton's capacity to lead a regional VOPS initiative, this author believes that it is too early to explore such a possibility, and that Ph III should be completed first. Implementation of the remaining Ph III activities should be based on an output-orientated workplan, where both time and cost are factored.

The regional lesson. VOPS(K) III demonstrates a basic lesson: that the level of institutional commitment (and energy) demonstrated in a diagnostic phase may not be sustainable in the ensuing focus on principal points of intervention unless there is a) a high regard for coordinated effort, b) a committed group of stakeholders, c) a champion that is clearly an intellectual leader, and d) a political interest in change. Clients should be clearly identified and expectations of the champion understood. A diagnostic phase should include an analysis of the current government's policies and decision-making record.

VOPS(K) III was a high-cost approach, and was input-driven. The results could have been achieved at a lower cost, had a clear output-management strategy been in place. In other countries the

necessary outputs should be more clearly identified, and the methodology tailored to meeting these outputs within a specified timeframe.

A successful regional PCSA will require effective coordination between AGREF and Egerton. Egerton should come to an understanding of AGREF as a facilitator. Egerton has a need to concentrate in the short term on strengthening its analytical capacity. The latter will be a prerequisite for significant improvements in the PCSA course offered regionally by Egerton.

Recommendations

The following are the principal recommendations:

Generic for IDRC

1. Review the Centre's policy on project monitoring.

Phase III extension

1. The new Egerton team should dedicate the majority of its efforts to achieving further progress with MEPS.
2. Remaining efforts should go into refining the PCSA course, producing materials suited to further national and regional workshops.

VOPSIN

1. Provide country program/project leaders with management training. Do not assume senior professionals are good managers.
2. Increase the output focus of the network.
3. Maintain the concept of technical assistance to the young network; improve the consultant's terms of reference.

Glossary

AGREF	Agricultural Research Foundation
▲PROMA	Association des Produits à Marché
ASMP II	Second Agriculture Sector Management Project
CBS	Central Bureau of Statistics
CIMMYT	Centro de Mejoramiento de Maiz y Trigo
DAP	Division Activity Project
Div R&E	Division of Research and Extension
DVC	Deputy Vice-Chancellor
ESAMI	Eastern and Southern Africa Management Institute
EU	Egerton University
GOK	Government of Kenya
IDRC	International Development Research Centre
KARI	Kenyan Agricultural Research Institute
MAG	Ministry of Agriculture (also MAGLM .. & Livestock Management)
MEPS	Method for Assessing, Programming and Managing Integrated Production/Consumption Systems.
MOC&I	Ministry of Commerce and Industry
PCS	Production to Consumption Systems
PCSA	Production to Consumption Systems Approach
PCSR	Production to Consumption Systems Research
PI	Principal Investigator
PO	Program Officer
PTA	Preferential Trade Area
TORS	Terms of Reference
UNDP	United Nations Development Program
USDA	United States Department of Agriculture
VOPS	Vegetable Oil/Protein Systems (subsector)
VOPS(K)	Vegetable Oil/Protein Systems (Kenya) (project)
VOPSIN	Vegetable Oil/Protein Sector Improvement Network
WB	World Bank

1. Introduction

Vegetable Oil Protein Systems (Kenya) is one of many IDRC projects established during the 1980s to address issues in the oilcrops sub-sector. VOPS(K)¹ stands apart from the rest of these projects in that it was and is the only project to view the sub-sector holistically. The basis of the approach has been the application of Production-to-Consumption-Systems research (PCSR), which is intended as a tool for the making of research decisions in the commodity group². A relatively recent extension of farming systems research, PCSR is in its infancy as far as methods and applications are concerned, and VOPS(K) is both a test-bed for PCSR as well as being a project addressing oilcrops within the Kenyan environment.

The need for an evaluation was defined in 1992. The evaluation was intended to provide key information for the possible extension of VOPS(K), as well as for the development of a regional oilcrops network using a PCSR approach (or PCSA³). Decisions taken by IDRC in late 1992 resulted in a reformulation of VOPS(K): a potential Phase IV was recast as an extended Ph III.

This evaluation focuses on Ph III of VOPS(K). Ph III is the most significant of the three phases, in that it was intended to be that in which practical application of PCSR was made, and in which changes were expected as a result of policy, production and processing interventions. Phases I and II were initial problem definition and diagnostic phases. However, this report will highlight the outputs of phases I and II as the starting points of Ph III, and as indicators of Ph III expectations. Table 1 illustrates the duration and funding of each of the three phases.

Table 1. Duration and funding (CAD) of each phase of VOPS(K)

	Duration	Funding
Phase I	May 88 - Feb 89	234,100
Phase II	Feb 89 - Sep 89	223,100
Phase III	Sep 89 - Sep 92	698,400

Source: IDRC Project Summaries and Reports

¹In this report, VOPS(K) is used as an abbreviation for the full project name; VOPS is used as an abbreviation for the subsectoral 'system'.

²Navarro, L.N. and O.G. Schmidt, (1991).

³PCSR, PCSA and PCS are used in this report to denote research, approach and system, respectively.

2. Background

This section reviews the objectives and principal outputs of phases I and II.

2.1 Phase I

General Objective

To characterize the oil-protein system in Kenya with the purpose of identifying key research interventions that can lead to the removal of constraints to local oilseed production, processing and utilization of edible oils and protein cake.

Specific Objectives

- a) to specify the structural characteristics of the oil-protein production system in Kenya, the linkages between the various components and the quantitative flows between them.
- b) to describe the technological characteristics of each sub-system, its use of the factors of production and its contribution to value-added.
- c) to determine the farming production systems which include oilseeds, and how they are influenced by the socio-economic environment.
- d) to describe the technological characteristics of each component in particular, its use of the factors of production and its contribution to value-added.
- e) to find out the present level of consumption and estimate the future demand of vegetable oils, fats and protein cake as derived from dairy, poultry and pig enterprises.
- f) to define the policy instruments which influence the oil-protein system, determine their setting mechanisms and estimate their quantitative impact.
- g) to identify, assess and assign priorities to specific areas of research leading to the removal of constraints to local oilseed production and processing into edible oils and protein cake.
- h) to prepare a project proposal for a subsequent phase which will include those areas of research with highest priority and expected payoff to be presented to IDRC for financing.

Achievements⁴

- a) The process raised the awareness of the oil/protein food/feed system in senior members of key GOK ministries, as well as in key universities and private sector individuals.

⁴Summarized from VOPS(K) Ph III Project Summary

- b) Seven research groups prepared review reports on components of the subsector.

The major findings included:

1. Secondary data on the subsector was not consistent, and needed to be improved for planning and research.
2. In the case of sunflower production, past efforts indicated that smallholders held a comparative advantage over larger-scale farmers.
3. For the majority of small farmers, oilcrops were of secondary importance after the main food and cash crops.
4. Oilcrop production declined after the 1986 decrease in world edible oil prices led a major promoter to reduce prices paid to farmers.
5. Cotton and maize constituted the major source of raw material for domestic oil production.

The following key policy and research interventions were identified:

1. The charging of variable levies in the importation of oils and fats in order to force the Kenyan oilcrops industry to also pay steady prices and stabilize the prices received by farmers for their oilseeds.
2. The undertaking of agronomic and plant improvement research to increase the yield of oilcrops and/or reduce its variability in order to raise further farm income and reduce production risk.
3. Deregulation of consumer prices to stabilize import prices, and make local oils competitive with imported oils. Concomitantly, introduce rural oilseed processing in order to reduce the negative effects of this measure on the marginal small farmer.
4. Generate technological packages for rural processing adjusted to local conditions.
5. Undertake further research into industries in the subsector on topics such as underutilization of capacity, dependence on imported raw materials, and the potential for efficient substitution with local inputs.
6. Improve the description of the Vops, verify and improve the data used, and assess, monitor and evaluate the effects of various interventions attempted.
7. Enhance research planning, management and execution capacity through training.

A second phase was planned to consolidate the research results of Ph I, to hire and familiarize permanent staff with the VOPS program, and to formulate a detailed workplan for a longer-term Ph III.

2.2 Phase II

General Objective

To develop the institutional base and coordination capacity to ensure ongoing oil/protein systems research in Kenya meets national needs in an efficient and sustainable manner.

Specific Objectives

- a) To coordinate with the recently formed Vegetable Oil and Protein Development Committee to resolve information reliability and consistency concerns.

Achievements.⁵ Lack of defined methodologies and differences between agencies prevented progress in this area. A field survey was conducted to assess methods for acquiring livestock data.

- b) To promote enhanced understanding of the oil/protein system among public and private interest groups.

Achievements. The preparation of research reports was a main activity during Ph II. Miniworkshops were held for each group. There were some deficiencies in attendance by key participants.

A brochure on VOPS(K) was printed as quick reference material. A series of meetings was held with senior GOK and private sector officials. The GOK indicated its support for efforts being made under VOPS(K). Possible areas for further work and collaboration were discussed and identified.

- c) To refine proposed research intervention points and encourage the development of research proposals on the intervention points.

Achievements. Research intervention points were refined, and proposals prepared through consultation between groups' members and the Egerton University core unit. Three research projects were prepared: Industrial Organization of the Edible Oils Industry; Rural Oilseed Processing; Sesame Production. These projects were intended to strengthen linkages between Egerton University and the Universities of Nairobi and Kenyatta.

- d) To define the structure required for the generation and implementation of an ongoing research and extension program on the oil/protein system in Kenya.

This included two expected activities:

⁵Indicated by objective. Source: Ph II Technical Report.

1. Formation of an advisory committee.

Achievement. This committee did not become operational, but a draft list of members and participating institutions was drawn up. There was some misunderstanding by the Ministries of Agriculture and Industry about the role of the Advisory Committee compared to the Government-formed Vegetable Oil Protein Development Committee.

2. Familiarization of the project team with MEPS (Method for Assessing, Programming and Managing Integrated Prod/Cons Systems), and its adaptation to Kenyan realities.

Achievement. The process to train project staff in MEPS was initiated, but training was not conducted during Ph II.

During VOPS(K) Ph II, it was also expected that the Ph III proposal and workplan would be prepared. Ph III was approved in June 89, and became operational in September of that year. However, a backlog of other Ph II activities delayed the preparation of the workplan.

The Ph II technical Report also notes:

1. EU staff roles were not sufficiently clear for staff to benefit from efforts of IDRC staff in some areas of implementation. This is interpreted as little transfer of skills from the hired consultant to local staff, even though some attempts were made.
2. Almost all activities took longer to implement than planned. Absence of workplans was considered a major contributing factor.
3. A major success was the use of material from the working papers as main input to the drafting of a Cabinet Memorandum on oilcrops dev in Kenya.
4. The inclusion of EU in the implementation plan of the WB/UNDP Rural Services Design Project was recognition of work undertaken by VOPS(K).
5. The project started with very limited resource base: no office, no permanent senior research staff, and no vehicles. The project had 3 positions for senior researchers. Only two were filled during Ph II. Four research assistants hired under Ph I continued into Ph II. The project vehicle did not arrive until the end of project.
6. Management, administration, procurement and inventory control in the newly established Div of R&E at EU was not efficient enough to facilitate implementation of project.

3. Phase III

The Ph III proposal states explicitly that the GOK had as a clear objective the increase in domestic production of edible oils, with the expectation that this would lead to a reduction in foreign exchange expenditures on imported commodities, an increase in self-sufficiency, the creation of employment, the intensification of land utilization and an increase in rural incomes.

From the experiences of phases I and II, a two-tier approach was proposed, in an intent to satisfy the GOK objectives:

1. The establishment of a core unit of scientists, to do specific research, facilitate the integration and coordination of an evolving research program, and support the continued systematic sharing of research results with stakeholders in Vops.
2. Several linked satellite projects of in-depth applied research activities. Each project was to address intervention points identified in the seven components of Vops.

From this departure point, the objectives of Ph III were identified as follows:

3.1 Objectives

General Objective

To develop an integrated research and development program on the vegetable oil/protein system (VOPS) in Kenya aimed at the removal of constraints to domestic oilseed production, processing and utilization of edible oils and protein cakes.

Specific Objectives

The Core Unit was to:

- a) characterize the VOPS for Kenya in greater depth in order to assess, monitor and evaluate its reactions to policy and research interventions.
- b) communicate VOPS's changing state to improve the understanding of the system by all concerned and to enrich the decision-making process related to it.
- c) evaluate and synthesize the results of the interventions in the system in order to update the long-term integrated research, policy and extension agenda on the national oil/protein system.
- d) promote, coordinate and appraise research on knowledge gaps detected as VOPS evolves.
- e) establish and sustain a research management structure capable of supporting and monitoring an integrated cluster of research activities within the vegetable oil/protein system, leading to the establishment of a national VOPS research unit within the University.
- f) strengthen the capacity of researchers in conducting applied research on VOPS through short and long term academic and on the job training.
- g) evaluate the usefulness of the systems approach used in this project, as a contribution to planning and execution of research.

3.2 Beneficiaries

The Project Summary identifies four beneficiary groups:

1. Kenyan smallholders, in the long-term as a result of increased production and utilization of oilseeds.
2. The Kenyan economy as a whole, through a stabilization initially, and later a reduction in the use of scarce forex in importation of oil/protein products.
3. The national subsector, through strengthening the research capacity of several professionals, and the establishment of a research management capability to execute applied research of relevance to national objectives.
4. Egerton University, through the establishment of a knowledgeable and authoritative analytical unit for the Vops, and by using this program to enrich its curricula and provide post-graduate study opportunities.

3.3 Evaluation methodology

The evaluation was conducted during a 17-day period in Kenya in July-August 1993. The evaluation was conducted by a Canadian consultant supported by senior staff from Egerton University. The evaluation was intended also as a knowledge transfer exercise to this Egerton staff, which had just been appointed to the senior executive positions within VOPS(K). The Terms of Reference for the evaluation are contained in Appendix 1.

VOPS(K) tiers

This evaluation really only addresses issues relevant to the first tier of the 'two-tier' VOPS(K) approach (the core unit). As will be seen, performance of the core unit vis-a-vis the satellite projects (the other tier) has had a significant impact on the execution of two of the three projects. This impact is of more direct relevance to the achievement of objectives of these satellite projects than is any other factor.

Analytical method

This evaluation uses, as the method for determining project success, direct comparison between activities and outputs expected of the core unit and activities undertaken and outputs delivered. The planning environment at the time that the project was developed is considered, as is the definition of inputs relative to the defined objectives.

The specific objectives are considered to lead to the general objective; attention is paid to the specific objectives first. Assessment is of the degree to which each objective has been achieved and the outputs produced.

Evaluation process

The evaluation followed these steps:

1. **Introductory meeting and planning session with IDRC and Egerton staff in Nairobi.**
2. **Formulation of a basic workplan.**
3. **Formulation of question sets for different categories of evaluation respondents.**
4. **File review at IDRC Nairobi.**
5. **File review and interviews at Egerton University.**
6. **Interviews with public and private sector respondents in Nairobi.**
7. **Interview with ex-Project Director and Principal Investigator in Mombasa.**
8. **Definition and gathering of key documents for further review.**
9. **Review of findings with Egerton evaluation collaborators.**
10. **Debriefing of IDRC Nairobi staff, and submission of summary report.**
11. **Completion of a draft report.**

The evaluation itinerary and list of key respondents is included in Appendix 2. A summary of the question sets is included in Appendix 3. A retrospective logical framework analysis for Ph III was developed during the mission, and has been used as an analytical tool in the review section of this report; this is contained in Appendix 4.

3.4 Review of Results

Specific Objectives

The Core Unit was to:

- a) characterize the VOPS for Kenya in greater depth in order to assess, monitor and evaluate its reactions to policy and research interventions.

Methodology: Core Unit staff were to learn, master, adapt and validate, with the consultant's advice, the Method for Assessing, Programming and Managing Integrated Production/Consumption Systems (MEPS), generated by Andean Pact researchers in conjunction with UNIDO, alter it to suit Kenyan reality if necessary, and develop a methodology for its periodic updating. A numerical simulation model is the main instrument of the method. It was expected that the period of learning MEPS concepts, applications and how to use its software in personal computers would take the research team 12 months.

The Core Unit was to use a database management system for storing and analyzing data sets about important components of the food/feed system; with the help of the consultant, simple and effective analysis methods were to be applied to detect the main areas of data inconsistencies; four research assistants were to be assigned to work together with the professionals and the consultant to identify and deal with the sources of incorrect data.

The project team was to collaborate closely with the then present information gathering systems, aiming at increasing the capacity of these national systems to gather good information by assisting them to identify whether the original data was poor or whether it was improperly handled afterwards, which were the main sources of discrepancies and how to improve accuracy and reliability through validation.

In collaboration with the Central Bureau of Statistics (CBS), the professionals were to undertake sensitivity analysis to determine which of the data sets being collected by CBS required the greatest accuracy, in order to guide the data gathering process to become more effective and efficient.

One of the training workshops in the three years was to focus on methods of data collection and validation, and was to involve both researchers and personnel of the information gathering systems of the public sector.

The disaggregation of data by components was to be carried out concomitantly with the learning of MEPS with the objective of being able to apply the knowledge acquired to a set of data which had gone through screening and validation processes. The adaptation of the Kenyan information to the MEPS system and the modification of MEPS to adjust to the Kenyan situation was expected to take a good part of a year of the project's operation. It was expected that by the end of the second year a fully operational MEPS describing the VOPS in Kenya would be available and ready to start monitoring its changing states by periodic updating during the third year of the project.

Expected outputs: Adapted and validated MEPS for the Kenyan situation, with supporting dataset describing the oilcrops subsector.

Progress:

MEPS. Phase III saw very slow progress towards this output. At the end of phase, only a partial testing of the MEPS methodology had been achieved, using a sub-component (the animal feeds industry) of the sub-sector.

Initial training on the methodology took place in Vienna in 1990, after several delays. The two Research Associates employed at that time both went for training; one left the project almost immediately after returning to Kenya. As the Kenyan data available at that time was limited, the trainees had to use the original Peruvian data as training material.

Further delays resulted from unavailability of the training manuals from Vienna, and a delayed access to the software. By the time that the sole remaining trainee departed for Ph.D. training in Canada, little attempt had been made to establish the MEPS method as part of the team's activities.

However, by end of the second year, the team had obtained the software and started internalizing the technique. A simplified users guide was developed. The specific data requirements were identified

and the team began an intensive collection of secondary data, which was aimed at meeting macroeconomic objectives within a reasonable time frame. The data that the team was able to obtain was found to be inconsistent.

During this period UNIDO was requested to repeat the training as the team now lacked any person so trained. UNIDO was unable to provide training immediately, but was willing to consider incorporating such training in a project with Kenya that was then under discussion. This did not occur.

The team continued its process of mastering the MEPS methodology by studying the existing documents from UNIDO and using data for hypothetical simulations on dummy sectors. In May 1992 an attempt was made to apply the methodology to the animal feeds industry. This allowed the team to assess the resources needed to put a MEPS model into practice. It took one RA and three research assistants one month to define the data requirements and prepare questionnaires for subsequent data collection efforts. Organizing the data to conform to the model took another three weeks of similar input. With a well-focused questionnaire the team determined that at least 3 person-months were necessary to define a single sub-system and subject it to a rigorous analysis with MEPS.

A paper on the application was written by the team⁶ and submitted to some policy analysts within MAGLM, and Industrial officers in MOC&I. (It was not circulated within the Livestock Division of MAG, as the author felt that it did not cover enough of the sub-subsector; however, this was the division that could have provided the most critical feedback). No feedback has so far been received. This is probably because the paper is not written in a form which would be easily understood by policy analysts, as the policy recommendations are not clearly defined. Even more notable is that the paper makes no explicit mention of the oilcrops subsector in the analysis, nor the relevance of the analytical method to policy development in this area.

The team believes that the model may not be quite appropriate in its present form. It found that the detailed data required is a major limitation to wider application. The other limitation pertains to the lack of other persons in Kenya trained in the model. The team recommended that a simpler model, with an aggregation to the firm level, would be sufficiently flexible to meet the needs addressed by MEPS and would be more appropriate for the sector.

Database. A data validation exercise early in the phase showed major weaknesses in collection processes by different Ministries. While data on the subsector has been collected throughout the phase, it was only in March 1992 that the team undertook a survey that aimed at consolidating and validating the available databank. Also undertaken was a review of supporting literature on the sub-sector in the areas of production, processing, marketing and consumption of edible oils and protein cakes. As secondary data was inconsistent, supplementary farmer interviews were undertaken (630 farmers in 15 districts). This information was compiled in a Statistical Abstract.

To date, this abstract presents a rather incomplete picture of the subsector. From the perspective of policy analysts and planners, the lack of analysis of the data in the abstract prevents a full appreciation of the changing characteristics of the subsector, especially any linkage with GOK policies on the matter. However, the team believes that planners in the Government and private sector have used the abstract in

⁶Mburu, B.N. (1992). MEPS application in Kenya: An analysis of the animal feeds industry, policy options and opportunities. Presented at PCSR Training Course, 1992.

drafting papers either for the Cabinet or for planning purposes. The team also indicates (Tech Rep. No 3) that Cabinet papers associated with the information provided by the abstract were a prelude to the decontrol of edible oils prices in Oct 92. However, any such link is quite tenuous, as the history of the development of these Cabinet papers is quite distinct from that of the abstract.

The team has consolidated some of these efforts in a resource assessment paper, which was to provide public policy makers with empirical evidence on the implications of policy interventions recommended by VOPS over the previous three years. Information gathered during this evaluation (especially relating to private industry) calls into question some of the quantitative material presented. Adding this concern to statements made in relation to one of the paper's objectives ('to strengthen the VOPS(K) proposed policy statement as earlier presented to the Government'), raises a particular question about the review process through which such material passes before release. It is this reviewer's opinion that recommendations made only in the abstract (i.e. they do not appear in the body of the report) do not stem from the analysis presented, nor do they reflect the earlier policy statement already presented. This paper, as with several other publications, appears not to have been subject to a critical internal review before release.

The project maintains a newspaper clippings file as a principal information source on changes in the subsector.

- b) communicate VOPS's changing state to improve the understanding of the system by all concerned and to enrich the decision-making process related to it.

Methodology. As the VOPS model was being established the project was to begin to develop mechanisms for presenting the system in an easily understood way in order to generate an information exchange and dialogue with specific clients. It was expected to provide them with periodic updates of the changing system, and solicit feedback from them on research topics which needed attention.

Results of technical research conducted under the umbrella of the project, and working papers generated in Kenya on the topic, were to be published; researchers were also to report the results of their work to selected participants in one workshop per year.

Expected outputs: Information exchange based on quantitative analysis through MEPS; research results and recommendations.

Progress:

The fact that there is not a functioning MEPS for the subsector has significantly constrained progress under this objective. While the team has been active in workshops and publications, this activity does not reflect an expertise generated from a successful application of MEPS.

Project technical reports indicate that several position papers on the subsector were provided to policy analysts and planners in the GOK. A file review at the Core Unit's Office at Egerton found an almost complete lack of record of such project outputs. The material present consisted mainly of photocopies of undated, unsigned documents generally lacking title pages. Some of these could be determined to be drafts of Cabinet memoranda with hand-written comments in the margins spanning a

period of three years. However, it was impossible to relate these to interventions by the team. Project correspondence files did not indicate significant, formal processes of communication between the team and key GOK representatives.

It is recognized that a separate set of files, belonging to the ex-Principal Investigator, may exist in the Office of the DVC R&E. It is entirely likely that more significant correspondence may rest here. Such material was not available to this reviewer.

VOPS(K) participated on the National Committee for Oilcrops. This is a link which provided some formal means of communication. Interviews with public and private sector officials indicated a consistent flow of information from VOPS(K) to the GOK. It has not been possible to identify direct communications to GOK policy makers, suggesting that a significant proportion of this interaction was informal. However, the core team was quite active in a variety of fora. The following were the principal events sponsored by the team, or represent significant contributions of VOPS(K):

1. National VOPS workshop in Nairobi, June 1990. This was postponed several times because of delays in MEPS training. The objectives were: to review past, present and future activities of participants of the subsector in Kenya. MEPS was presented, and institutional linkages were discussed.
2. Workshop on small-scale processing technology in September 1990. This was organized by ATI, focusing on the ram press. VOPS(K) presented three papers.
3. In February 1990 the Development Planning Division of MAG requested the release of the VOPS(K) Coordinator to participate in rewriting of Cabinet paper on oilcrops development in Kenya. This was only a partial input as the timing conflicted with the Vienna MEPS training.
4. The team contributed a desktop analysis on the shortage of cooking fat in the market to the media.
5. The team established a mechanism for analysing and synthesizing information from Oil-World publication for forwarding to the Commissioner of Monopolises. This was intended to assist policy makers to keep track of changing prices and volume of trade on palm oil in Kenya.
6. Oilcrop field day at Egerton, August 1990.
7. One-day policy analysis workshop, Norfolk Hotel Nairobi, May 1991.
8. Oilcrop field day held at Chekalin, July 1991.
9. One-day workshop on simsim survey, August 1991. Gathered scientists agreed to form a National Simsim Committee. VOPS(K) was instrumental in producing simsim extension package.
10. Working papers 11 & 12 released. Ten previous working papers reprinted in 100 copies each.

11. During 1991/92, data and information in the working papers was used by several donor planning missions (UNDP, 92; World Bank, 92; GTZ 92; JICA 92).
12. Quarterly newsletter 'The VOPS News' launched in December 1991.
13. The team has participated in several seminars/workshops nationally and regionally.

The team continues to track changes taking place within VOPS from public media, and has made several contributions to the same forum.

While these interventions increased the profile of VOPS(K), and some brought an invitation for the VOPS(K) coordinator to sit on the Steering Committee of the MAG's Rural Oil/Protein Production and Processing Project (ROPPP), there was little institutional response (only MoFinance) to letters circulated to research institutes and key ministries requesting research proposals on intervention areas in VOPS. Requests were subsequently received from individual researchers. This suggests either that institutional mechanisms are such that response-time is very long, or that there was an unwillingness nationally to see VOPS(K) assume a leading role in the subsector. The resistance by MAG to see a VOPS(K) Advisory Committee established tends to support the latter. Feedback from key interviews also indicates that the sensitization from phase I and II demonstrated windows of opportunity for other players, who were not slow to grasp them. ROPPP itself is an outcome of this movement.

- c) evaluate and synthesize the results of the interventions in the system in order to update the long-term integrated research, policy and extension agenda on the national oil/protein system.

Methodology. A VOPS(K) Advisory Committee was to be designated to counsel the DVC R&E on the long-term orientation of the program. The advisory committee was to meet three times a year. In two of these meetings it was to review the reports of the Ph III and satellite projects and assess their plan of work for the subsequent quarter. The third meeting was for an annual review and long-term planning.

A process of interactive consultation among researchers and users of research results, individual contacts, small and larger workshops, etc., was to be the main mechanisms used for achieving the research agenda.

The details of the final agenda were to be based on the research and policy interventions tried, and the lessons learned from the actions undertaken, and from the collective experience with the various research management structures being used.

Expected outputs: A functioning Advisory Committee providing guidance to the research team(s).

Progress:

An initiative to form a National Advisory Committee was taken in June 1990, but the GOK advised against it. This was apparently due to lack of clarity in terms of reference for the committee. This

impasse continued until late 1991, when a project-focused Technical Advisory Committee (TAC) was formed. This met three times during 1992.

Review of the minutes of the TAC indicates an ongoing debate on the future of VOPS(K), and its role in the subsector. The minutes recognize the contribution made by VOPS(K) to the subsector, but show a general difficulty in decision-making about its place and future. The TAC did not focus substantively on technical issues, nor direct the workplans of any of the projects. It is interesting to note that a key representative of the MAG missed all of the meetings (though some other MAG staff attended).

Official actions which affected the oilcrop subsector during the project's existence include the following:

1. In 1988, the GOK decontrolled the price of soaps and detergents; it increased the price of margarine by 17%, and later increased the prices of all vegetable oils and fats (including margarine) by 10%. These were increases at the ex-factory, wholesale and consumer levels.
2. In 1989, the prices of animal feeds were decontrolled.
3. In 1991, the duty on palm oil was reinstated at 5% for crude and 10% for refined. Prior to this importers of palm oil received 100% remission of 35% and 40% duty, respectively.
4. In February 1992, the oilcrops were declared to be non-scheduled crops. This meant that the MAG was not obliged to review prices annually (this review was not actually conducted). Effectively meant that producer prices of oilcrops were decontrolled. It also meant that the monopoly on trading and distribution of oilseeds was withdrawn from the GOK.
5. Between 1990 and 1992, the consumer prices of edible oils were reviewed upwards four times. In October 1992, they were finally decontrolled.
6. Current (June 93) levied duties on palm oil are 25% for crude and 40% for refined. However, the practice is still to allow remission of the majority of these duties. Implementation of the rules is less than transparent.

It is the consensus within VOPS(K) that the project was instrumental in bringing about much of this change. It would be more accurate to say that VOPS(K) raised the profile of the subsector such that the GOK felt able to make some key decisions. However, more than one senior official interviewed indicated that had more information been available, especially of a quantitative nature, this would have been extremely important to further decision-making.

Most respondents were clear in attributing the acceptance of the concept of the variable levy as a GOK policy tool to VOPS(K). Interestingly it has not yet been applied in this subsector, though variable

levies are now applied on wheat, maize, sugar, rice and milk powder. While the levy was mentioned to the GOK early in Ph III, it would appear to be the 1991 paper⁷ which was the main catalyst.

A workshop in December 1992 addressed follow-up of the implications of these policy changes. Further follow-up in April 1993 (with support from FAO and GOK) made concrete recommendations to MAGLM on the role of GOK and the private sector as a result of these changes.

- d) promote, coordinate and appraise research on knowledge gaps detected as VOPS evolves.

Methodology. In conjunction with the Advisory Committee, the project was to refine research priority identification, the formulation and finalization of detailed research proposals, and their submission for funding.

The project staff was to develop an ongoing system of individual consultations, small group meetings, and workshops for both issues discussion and for evaluating the diagnostic reports, in order to encourage existing and prospective researchers to generate research proposals aimed at knowledge gaps; a workshop with this focus was envisaged for yr 1.

The project was to support focused research, using a small research projects fund, when the need arises to clarify particular issues and problems; activities not costing more than \$3,000 individually and \$9,000 combined were to be supported per year.

The project was also to collect documentation, and enable limited dissemination, of oil/protein system literature.

Expected outputs: Research priorities identified; detailed proposals prepared and submitted for funding.

Progress:

The late formulation of the TAC resulted in little external guidance in this area. While the various fora conducted during Ph III provided an opportunity for continued definition of research priorities, the core team was constrained, in the development of its own research program, by the difficulty in reaching the objectives it had originally been assigned. The approach taken was to invite research submissions.

An early proposal, apparently submitted and approved in the first year, was subsequently terminated. This resulted from a clarification that the work had been done by others elsewhere, and that the focus was inappropriate. This suggests a lack of critical review in the appraisal of the proposal.

The Core Unit prepared a research protocol which was circulated to public and private sector agencies in 1991. The protocol identified the specific areas of the oilcrop subsector in which research could be undertaken, and the granting conditions (see Appendix 5). The team indicates that it has received about 50 proposals, of which three have been funded. The team provided a partial list of the proposals received (also see Appendix 5).

⁷ Appendix 8, Publication no 18.

The material provided by the team suggests unstructured management and follow-up of research proposals. The team indicates that three proposals have been funded, while the documentary evidence suggests four (though one of these was funded apparently against the advice of the VOPS(K) team; it is unclear at this point who made the authorization for funding). Other projects were recommended for funding, but no action was taken. Two of the on-going studies relate to sesame, and were funded on the recommendation of the Sesame(K) satellite project. The current status of these research projects is also unclear. The Core Unit appears not to have progress reports on any of the projects.

In the third-year Technical Report, the team notes that reviewing proposals was very time-consuming, that there were administrative problems in timing of release of funds (up to five months delay), and that the funding ceiling was too low for some of the other interesting proposals. Set against a background of slow achievement of other objectives, this indicates that the team lacked the capacity to extend its operations beyond the immediate program of VOPS(K).

- e) establish and sustain a research management structure capable of supporting and monitoring an integrated cluster of research activities within the vegetable oil/protein system, leading to the establishment of a national VOPS research unit within the University.

Methodology. The development of research management capacity implies setting up planning, programming, monitoring and evaluation mechanisms which respond to the needs and requirements of the research process. A priority was to be the on-the-job training in the preparation of detailed, practical and realistic research protocols tied to reasonable and affordable budgets generated using past experience as a prominent source of information to predict future expenditures.

Expected outputs: A formal research management structure; mechanisms to support and monitor an integrated set of research projects.

Progress:

The second Technical Report indicates that the Core Unit established mechanisms addressing three areas:

- monitoring and evaluation,
- review of workplans and budgets,
- channelling of funds, financial returns, and assessing implementation processes and effectiveness.

All of these processes are identified as referring to the satellite projects. As presented above, there is some duplication between the first and third areas.

Review of these processes with staff of satellite projects indicates that there were extreme inefficiencies between the Core Unit and the satellite projects in addressing the needs of the latter. These can be linked to one major function: the delivery of funds. Delays of several months in delivery of these funds was common. It is not surprising to read in the same Technical Report that satellite project team leaders responded negatively to the mechanisms identified above, and that there were delays in reporting. In Yr 2, to try and resolve some of the administrative issues, the Core Unit developed an administrative

protocol document, which was intended as a reference manual for implementation of all VOPS satellite projects. This did not result in any significant improvement, as it seems not to have been ratified.

The mechanisms described above do not appear to have been applied with any consistency to the activities of the Core Unit. While some workplans are kept on file at the Unit, the collection is haphazard, incomplete, and does not reflect a methodical planning and implementation process. Delays in execution brought a redrafting of workplans. Only occasionally is attention drawn to team members where major outputs under their responsibility are significantly delayed.

Financial mechanisms appear to have been extremely loose. Until the end of 1992, all VOPS(K) funds were deposited to a pooled University account. This account serviced other projects, and inter-project loans were common. While separate accounts have now been broadly established, the satellite projects are serviced from a single VOPS account. This aspect is reviewed in more detail in section 3.7. Any budgeting for the VOPS(K) activities that might have been done fell to the continual demand of a staff salary roll.

Both VOPS(K) and satellite project staff repeatedly mention the difficulty in establishing regular contact with the Principal Investigator. Only the VOPS(K) Coordinator seems to have had an opportunity for access, and this generally on an informal basis outside office hours. The main internal coordination forum appears to have been the R&E monthly Heads of Projects meetings, at which Project Coordinators would present workplans and discuss allocation of resources. However, the Head of EU's satellite project did not have access to this committee. This committee does not appear to have been a forum for a critical review of VOPS(K) progress. The VOPS(K) Coordinator during the 91-92 period notes that fortnightly VOSP(K) meetings were also held, which he chaired.

Two of the three satellite projects were visited to determine the linkages that existed, and the efficiency of administrative processes:

Oilseed Processing (K) 89-0231. This project has completely stalled, with activities delayed by one year. Recent requests for funds by the team leader to the Div R&E have resulted in apparently arbitrary reductions in the budget in the amount of about 85%. The team leader noted that the ex-PI ignored all requests to convene a meeting with his team.

Sesame (K). 90-0071. This project has just moved into a second phase. Phase I was characterized by increasing delays in payments (four months in 1992), with IDRC finally intervening on the project's behalf. As the project was unable to pay staff, field experiments were almost abandoned. The VOPS(K) Coordinator advised the Sesame project leader at one point that he was unable to intercede with Egerton Administration on his behalf. The project leader notes that Egerton's administrative protocol ties him to certain practices (e.g. field-staff hiring) which prevents him from timely decision-making. His current year's field program is at risk from delays in Egerton administration of these processes.

- f) strengthen the capacity of researchers in conducting applied research on VOPS through short and long term academic and on the job training.

Methodology. Financial support was earmarked to facilitate the thesis research of three postgraduate candidates per year. Fellowships Division, out of its own budget, was to provide fellowships for two MSc and one PhD candidates. Candidates were to have worked in the program's projects for at

least one year. The advisory committee was to advise the project leader on the selection of thesis topics and of candidates for training.

Training workshops were to be held to strengthen researchers in the technical projects under the program's umbrella on topics such as: biometrics, research techniques, survey and data collection techniques, use of computers in research. One workshop per year was intended, attended by up to 10 persons.

Expected outputs: Researchers trained in VOPS research areas.

Progress:

In the early part of Ph III, the majority of the on-the-job training targeted the research assistants, and was mostly computer-related. The specific training events across Ph III (apart from that related to MEPS, and dealt with elsewhere) noted in the project's technical reports are the following:

1. APROMA Oilseed workshop; soybean utilization, Harare, 1 Research Associate.
2. Microcomputer database management, ESAMI, Arusha, Tanzania, 1 Research Associate (intention was for this person to lead in designing database for the proposed Information Science project using CDS/ISIS).
3. USDA Farming Systems Approach to R&E for Small Farms, U. of Florida, Gainesville. 1 Research Associate.
4. Management & Marketing of Information & Documentation Services, ESAMI, Tanzania (also for Information Science Project). 1 Research Associate.
5. Participatory Rural Appraisal for Natural Resource Management, EU. 1 research assistant.
6. Data Analysis training for Social Scientists. Workshop at EU organized by EU/CIMMYT.

As the Information Science project was not funded, the training for this purpose was not utilized. One of the two MEPS trainees resigned from the project immediately after the training. All research assistants have now been laid off from the project. The Research Associate who received the USDA training has also left the project. None of the short-term training has therefore been institutionalized in any way. The one staff member from the Core Unit who remains with the Dept. of Agricultural Economics, and who was perhaps the most productive team member, received training only under event 6.

Long-term

Three Egerton staff from the Agricultural Economics Dept are currently away on graduate studies, sponsored by IDRC's Fellowships Division:

1. J.K. Muthaka PhD in Agricultural Economics, U. of Manitoba, departed August 1991.

2. M. Gamba MSc in Agricultural Economics, University of Manitoba, departed 1992.
3. Ms M. Kiiru MSc in Agricultural Economics, University of Nairobi, started 1993.

The project's research grant activity indicates that three of the four studies being funded are for thesis research (see Appendix 5).

- g) evaluate the usefulness of the systems approach used in this project, as a contribution to planning and execution of research.

Methodology: The Project Summary notes: The experimental nature of the approach used for achieving the objectives calls for an evaluation as an integral part of this phase; activity records will be kept to facilitate the evaluation.

To complete the evaluation, towards the end of the project, a group of professionals comprising EU representatives, donors' officials and selected specialists from within and outside Kenya, were to review the process of research support, ending with the present phase.

The project process was characterized by an incremental approach comprising an initial consultancy, two workshops of up to 50 Kenyan participants, the first research phase of rapid assessment/diagnosis of the food/feed system, and a two-phase 'core-satellite' set of projects (i.e. Ph III) to enable the development and evolution of a research support program.

The review group will also consider the concurrent official actions which affected the oil/protein system during these successive stages. The group will assess whether the research process has contributed to positive change in an effective and efficient manner, whether the approach helps a national research community to address, and contribute to solving, development problems.

Expected outputs: An external evaluation, with feedback on the value of the PCSA taken, and its contribution to change in VOPS.

Progress:

As worded, this objective is a statement of intent for the current exercise. Progress noted under prior objectives indicates the extent to which expected outputs were achieved. Section 5 concludes the analysis of these findings, and relates them to the General Objective. Concurrent official actions have been noted above, and are further reviewed under Synthesis, Section 4. Informal evaluation that might have been expected of an active Advisory Committee did not take place.

In terms of the systems approach which formed the basis of this project, the Core Unit reported in the Third Technical Report that several projects were formulated by Egerton on other commodities or sectors using this approach. About 50 person-days of Core Unit time was used in this effort. This was also reported to have helped the team refine its own approach. IDRC also reports confidently on the value of this input to the Ugandan fisheries project.

3.5 International Consultant

Phases I and II rested very heavily on the drive of an international consultant familiar with the application of sub-sector-wide models in studies elsewhere. These phases were completed relatively rapidly, and generated considerable momentum which was expected to extend into Ph III. The same consultant was expected to provide key input during Ph III. The consultant's Ph III TORs are included in Appendix 6.

Ph III came at a time when IDRC was subjected to significant budget cuts. These cuts affected the budget available to Ph III, though project objectives (and therefore expectations) were not modified. Deliberations within IDRC on contracting this consultant were extensive, resulting in some alienation of commitment. An original almost full-time presence was finally reduced to a planned 100, 80 and 50 days per year respectively. Actual consulting days provided were 120 and 130 in the first two years, respectively. Some further services (37 days) were provided during the same period through a separate DAP. Movement forward of the days for Yr 3 into Yr 2 was apparently initiated by the PI. Table 2 indicates the total services in days provided by this consultant since the inception of the VOPS(K) programme.

Table 2. Time allocation of external consultant

Project Number	Period	Days
87-5510	Jan 88	22
87-4792	Feb-Apr 88	54
88-0027 (VOPS(K) I)	May-Dec 88	120
88-4942	Jan 89	21
88-0253 (VOPS(K) II)	Feb-Oct 89	120
89-4919	Sep 89	13
89-0058 (VOPS(K) III)	Oct-Dec 89	49
	Jan-Dec 90	131
	Feb-May 91	50
89-4937	Apr-Jun 90	32
	Jan 91	5
Total		617

Source: IDRC, Nairobi.

The consultant indicates⁸ that Ph III expectations of what EU would be able to deliver were too high, though he notes that these were based on his full-time presence. His partial presence is reported by the team as extending into 1992, providing some continuity after the departure on study leave of the Coordinator, though this is not confirmed by financial data provided by IDRC.

In concrete terms, his most significant contribution to Ph III is the policy paper on variable levies completed in 1991. He was aware of the inconsistencies in financial management of the project during Ph III, but distanced himself from this issue.

His TORs required annual and final reports. These were not submitted as such; various technical and working papers of phase I-III were accepted by IDRC as fulfillment of this requirement. His 1991 paper 'Modelling Production to Consumption Systems: a Commodity Sub-Sector Approach to Agricultural Policy Analysis in Sub-Saharan Countries' is taken as a combined DAP 3 final and Phase III progress report. Unfortunately, these reports addressed neither the activities undertaken, nor the institutional issues of relevance at Egerton. As progress reports to a Programme Officer requiring feedback for management purposes, they were not sufficient.

The consultant was hired for his familiarity with the PCSA as it was conducted in Latin America, including the quantitative tool, MEPS. A decision was made very early in Ph III that UNIDO should provide the training to VOPS(K) staff. This training was delayed, but eventually conducted in 1990. The team still had not adequately tested the method two years later. In terms of the key objective of Ph III, and the area in which the consultant could have provided substantive services, the way in which capacity-development in MEPS has developed suggests that, notwithstanding other constraints, the strategy was not well-defined, and the skills of the consultant were not utilized.

3.6 Project Staffing

Project staffing has been a problematic issue since the beginning of Ph III. Staff hired and their positions can be seen in Table 3. The two key groups were the Research Associates and the research assistants. In keeping with Egerton's commitment to institutionalize the Core Unit, early Research Associates were selected from the Dept. of Agricultural Economics. This changed with the hiring that was done in 1990-91. Research Associates had a markedly shorter record of life with the project than research assistants. Research Associates had an average presence of 1.75 years compared to four years for each research assistant. This has had a major impact on the consistency of research effort.

By the time a stable Core Unit was achieved, the external consultant was no longer available, and the project team was dependent on its own capabilities. Until 1991, the Core Unit had an average of only two Research Associates at any time, attempting to conduct a program originally designed for three such professionals. While this balance shifted favourably after 1991, overall research capacity changed very little, as a result of the limited research experience of the last Research Associates hired. During the last two years of Ph III, documentary evidence suggests that the majority of research was conducted by only one of this staff, the Coordinator concentrating more on administrative and other issues, and the third

⁸Interview with evaluator, 10/8/93.

professional contributing very little to any output of note. It has been noted by one of the Research Associates that research assistants were sometimes shared between projects, indicating that VOPS(K) was not the sole beneficiary of the resources for which it was paying.

Table 3. VOPS(K) Project Staff

Name	Position	Period	Duration
J. Lugogo	Principal Investigator	Start-Apr 93	3.75 yrs
G.W. Karenga	Research Associate	Mar 89-Sep 89	6 months
J.K. Muthaka	Research Associate	Mar 89-Sep 91	2.25 yrs
S. Mwakachola	Research Associate	Sep 89-May 90	7 months
B.N. Mburu	Research Associate	Jun 90-Present	3 yrs
B.T. Theora	Research Associate	Apr 91-May 93	2 yrs
F.C. Mngongo	Research Associate	Apr 91-May 93	2 yrs
J. Kirui	Research Assistant	May 89-Jan 90	8 months
G. Waruguru	Research Assistant	May 88-May 93	5 years
L. Wasula	Research Assistant	May 88-May 93	5 years
I.M. Muriuki	Research Assistant	May 88-May 93	5 years
L. Shokoa	Research Assistant	May 88-May 93	5 years
M. Odera	Research Assistant	May 88-May 93	5 years
A. Mbudi	Research Assistant	May 88-May 93	5 years
A.G. Goko	Research Assistant	May 88-May 93	5 years

N.B. Some starting dates indicate continuity from earlier phases.

Source: B.N. Mburu, VOPS(K) records.

3.7 Financial aspects

The budget for Ph III and the pattern of disbursements by year is illustrated in Table 4, and the supplemented and reallocated budget to October 1993 in Table 5. The disbursements took place in a period of consistent devaluation of the Kenyan shilling, which lost approximately half its value between 1989 and 1992. Disbursements in two key areas, salaries and research expenses, show continual compensation for this devaluation, salary disbursements consistently exceeding budget.

Constraints faced by Egerton on transfers from the Exchequer squeezed its overall funding. As part of the process whereby Egerton gradually isolated the project institutionally is a transfer of senior research staff from the recipient contribution to the donor contribution. Also, the workload placed on the Core Unit by the administrative responsibility for the satellite projects was seen by Egerton as significant, and brought extra hiring to offset time allocated to this activity. Reporting to IDRC by Egerton in annual financial statements tends to suggest that the majority of these changes were unilateral decisions.

Financial mechanisms appear to have been extremely loose. Until the end of 1992, all VOPS(K) funds were deposited to a pooled University account. This account serviced other projects, and inter-project loans were common. While separate accounts have now been broadly established, the satellite projects are serviced from a single VOPS account. The R&E Division Accounts Officer notes that inter-project 'loans' are still possible, though project coordinators are supposed to approve the transactions. This type of mechanism works directly against budget scheduling linked to workplans. However, in the case of VOPS (K), it appears that it has been the satellite projects which have particularly suffered, in contrast to the core unit which has been fully funded at all times.

IDRC's concern over financial mechanisms and disbursement patterns of the Core Unit brought a Centre audit in late 1992. This audit is not directly addressed in this report, other than to note that conditions imposed by IDRC for funding to be reinstituted have not yet been fully met and delays by the University in meeting these conditions are affecting satellite projects as much as the Core programme. It is only the Core programme which has been suspended by IDRC.

3.8 IDRC Programme Monitoring

Monitoring of the VOPS(K) programme, i.e. the two tiers, was the responsibility of the Programme Officer who had the major initiative in developing the programme. Feedback from informants at Egerton and in the subsector shows that there has been continual, often quite intensive, monitoring by the PO. This is not sufficiently documented in IDRC files, but the PO maintains an extensive handwritten record of his activities, and the minutes of meetings. These were shared with the evaluator through a monitoring summary and a storyline generated by the PO. These are included in Appendix 7. The PO was also heavily dependent on feedback from the external consultant while he was providing services.

From this evaluator's perspective, there is a conflict inherent in a Programme Officer conducting his own monitoring. The document of reference, the Project Summary, is not an ideally structured tool for monitoring purposes. If the project executing agent does not maintain an efficient management structure with appropriate workplans and identified milestones, a monitor has little against which to measure progress. If a consultant does not provide progress reports, there is little evidence of hard outputs and constraints to progress. Activities, of and by themselves, do not necessarily constitute

Table 4. Budget Summary VOPS(K) Ksh 1989-92

	89/90	90/91	91/92	
	Budget	Budget	Budget	Totals
Salaries & allowances	786,000	1,094,000	1,421,900	3,301,900
Research expenses	1,300,400	1,781,050	2,470,000	5,551,450
Workshops/meetings	129,500	224,950	315,000	669,450
Training	60,000	50,000	75,000	185,000
Report publishing	100,000	150,000	200,000	450,000
Equipment	680,000	0	522,000	1,202,000
Other	0	0	0	
Total	3,055,900	3,300,000	5,003,900	11,359,800

Egerton Accounts (Ksh) to 30 Aug 92 (dated 2 Oct 92)

	Disbursed	Variance	Disbursed	Variance	Disbursed	Variance	Totals
Salaries & allowances	888,723	113%	1,306,055	119%	1,488,850	105%	3,683,628
Research expenses	1,004,516	77%	1,803,433	101%	2,155,804	87%	4,963,753
Workshops/meetings	0	0%	224,950	100%	235,894	75%	460,844
Training	36,029	60%	0	0%	29,220	39%	65,249
Report publishing	119,137	119%	61,138	41%	42,029	21%	222,304
Equipment	477,125	70%	0		632,292	121%	1,109,417
Other	351,451		0		33,658		385,109
Total	2,876,981	94%	3,395,576	103%	4,617,747	92%	10,890,304
CAD equivalent	154,843		169,779		184,331		508,953

Disbursement data from IDRC (Ksh) to 31 Aug 92

Salaries & allowances	888,723	1,306,055	1,522,508	3,717,286
Research expenses	1,004,516	1,803,433	2,155,804	4,963,753
Workshops/meetings	0	224,950	235,894	460,844
Training	36,029	0	29,220	65,249
Report publishing	119,137	141,138	42,029	302,304
Support services	0	0	0	0
Equipment	749,125	0	632,292	1,381,417
Total	2,797,530	3,475,576	4,617,747	10,890,853

Source: IDRC Files, Nairobi

Table 5. Supplemented and reallocated budget to 31 Oct 1993
(CAD)

RAP	Original budget	Expend to 31/10/92	Req. to 30/11/93	Revised budget	Supplement CAD
Salaries & allowances	162,611	188,248	112,944	301,192	138,581
Research expenses	269,032	249,474	50,520	299,994	30,962
Workshops/meetings	30,479	24,950	11,572	36,522	6,043
Training	13,788	3,125	3,000	6,125	(7,663)
Report publishing	20,688	19,608	8,500	28,108	7,420
Support services	0	0	14,000	14,000	14,000
Equipment	42,502	65,971	0	65,971	23,469
International travel	0	2,935	25,300	28,235	28,235
Evaluation	0	0	15,000	15,000	15,000
Total RAP	539,100	554,311	240,836	795,147	256,047
CAP					
International travel	11,200	15,214	0	15,214	4,014
Publications	6,000	923	0	923	(5,077)
Consultants (fees/travel)	134,600	124,992	0	124,992	(9,608)
Office/communications	7,500	0	0	0	(7,500)
Total CAP	159,300	141,129	0	141,129	(18,171)
Grand total	698,400	695,440	240,836	936,276	237,876

Source: IDRC Files, Nairobi

movement towards achievement of objectives. This author believes that a Ph III characterized by considerable activity obscured less-than-satisfactory technical and methodological development.

To a certain extent, IDRC was constrained by the conflict created by Egerton in naming the DVC R&E as PI. The lack of separation of these positions obscured managerial and administrative processes; the seniority of the PI and the respect in which he was held were not, in themselves, sufficient to ensure that appropriate and timely decisions would be made. His double role neatly pinned the Director R&E between awkward poles, reducing the access points for external (or even internal) intervention.

The role of the consultant as a monitor was not sufficiently clear, though his TORs specified a reporting mechanism. IDRC's difficulty in resolving his contractual position undoubtedly contributed to a dissatisfaction in the client/consultant relationship. However, means were found for him to provide a significant level of technical support. Unfortunately, there is not sufficient evidence to indicate how his time was used and what steps he took to overcome the constraints that the team faced.

It is suggested here that two interventions might have brought the project closer to meeting its objectives: a) a more structured review of expected outputs on a regular basis, and, as a result b) more active management of the consultant's time. As it was, both of these should have received more formal identification in IDRC records. In general, IDRC did not respond soon enough to the project's need for remedial action. Given the final observation in the Ph II Technical Report (see p 5), firmer supervision should have been provided.

4. Synthesis

4.1 Expectations

VOPS(K), because of the high-profile accorded it by IDRC, and the intensive input provided by a dynamic consultant, generated a high level of expectation of output. Phases I and II built a degree of momentum which would have required extremely dedicated scientists and managers if it were to continue through an ensuing three years. Kenyan scientists were shown a subsector which held promise both in research priority and GOK support. Phase III began at a time when initiative and activity was, in a sense, still accelerating.

Egerton University had recently been promoted to the ranks of a full University. The opportunity to continue the VOPS(K) initiative was clearly an important one, and the University attempted to place the project where it could most effectively be managed, and where maximum benefit was expected to accrue to the institution. VOPS(K) was an ideal instrument to demonstrate Egerton's research capacity to a somewhat mistrustful Government.

At the same time, IDRC was suffering significant budget cuts. These were generating an impact on the project in a couple of ways: reducing the overall resources available, and requiring a cutback in consultancy input. Separate internal debate in IDRC was unable to settle the issue of contracting the identified consultant, with the result that this person took on an uncertain (temporary) role in an environment of shrinking resources.

The progress achieved during Ph III does not mirror the initial advances made during Phases I and II. All the limitations of shrinking resources, reduced consultancy inputs, staffing constraints, less-

than-optimum technical and managerial direction, and a separation of the project from the recipient institution, have caused a deceleration from the earlier phases. Hindsight suggests that the original expectations were misplaced, and that while progress toward each of the specific objectives has been achieved, had a less top-down, input-driven approach (i.e. an alternative design) been taken, much of this progress could have been seen in the positive light of less dramatic goals. The findings of an evaluation under such conditions would be far more positive than those presented here.

4.2 Phases I and II

These phases were an awakening period, where a considerable body of professionals was alerted to a subsector of considerable importance to the Kenyan economy, and where a series of opportunities suddenly presented itself. VOPS(K) III attempted to contain a thrust which encompassed more than one institution. Phases I and II managed to package a series of initiatives in a relatively simple way, where a range of stakeholders was able to participate. The success of this approach was undoubtedly due to the capacity of the consultant who led the process, and the coordination provided by the Principal Investigator, but it also tied continuity to a similar capability, given the increasing complexity of the process once more detailed research was to be undertaken.

4.3 Continuity in Inputs

Phase III saw a gradual decline in key inputs from phases I and II. The planned input from the external consultant was reduced, and the Principal Investigator dedicated less and less of his time to substantive matters. This left a relatively inexperienced technical team with insufficient guidance. Problems in staff continuity within this team also contributed to productivity. Low management capacity in this team led to strains between the core and satellite projects, with the result that financial inputs to the latter were poorly handled and generally very late.

4.4 Project Management

It was IDRC's intention to transfer as much of the management responsibility for VOPS(K) and the satellite projects as possible to Egerton. The early dialogue appears to have engendered a commitment from Egerton that confirmed in the IDRC Program Officer's mind that Egerton had appropriate mechanisms in place for such management; this was linked also to Egerton's commitment to institutionalization of the technical capacity developed during the course of Ph III.

The pattern that developed over Ph III was a gradual distancing from an institutional base, to a position where the project operated as a separate entity, even though it was physically and administratively housed within the Div R&E. This was a result of an extremely informal management style of the PI, and a change in the institutional perspective of VOPS(K). Quite early in Ph III, there appears to have been a conscious decision by Egerton senior management not to afford VOPS(K) the support that was originally indicated. This had the consequence of distancing the project from the Dept. of Agricultural Economics, even though one of its staff members was for two years the Project Coordinator. The ex-PI, then DVC R&E, acknowledges that Egerton passed responsibility for the project directly to him. His previous position as Head of the Dept. of Agricultural Economics does not seem to have played any significant part in continuing linkage with that unit. In fact, his ascertainment that project

staff gradually felt that they were employed by IDRC is an indication of little effort made to correct the situation.

Day-to-day management of the project was left to the Coordinator. Workplans, while they were prepared quite early in Ph III, shifted emphasis over time. A refocusing of objectives occurred in mid-1991, when the Coordinatorship changed hands, and the new incumbent found that his professional resources were insufficient for what he perceived to be the job at hand. The most significant change was a downgrading of the MEPS activity to an average initiative, the new Coordinator not being familiar with the tool, nor sure how to approach it. This Coordinator had very little interaction with the external consultant on this issue. Job descriptions for the Research Associates in this period are notable for describing each Research Associate as a coordinator, with only the two most junior of the four staff having workloads with significant reference to project outputs. Graphic representations of workplans show continual extensions of the expected duration of each task. The Phase IV proposal and planning for a regional network became core workplan activities, reducing emphasis on substantive outputs.

Even though the project was housed in the Div R&E, and there was frequent contact between the Coordinator and the Head of R&E, the latter refrained from interference in VOPS(K) administrative matters because of the dual role of the PI/DVC. This continued even when it was known that the DVC was leaving, and that interim management would be necessary; there was no effort to identify the tasks managed by the DVC, or to establish interim procedures. Management broke abruptly on the day of the DVC's departure.

Project recruitment, while originally from the Dept. of Agricultural Economics, shifted to externally-sourced personnel. The discontinuity in early staffing probably contributed to Egerton senior management pressuring the PI to hire externally. The University undertook the advertising, shortlisting and interviewing. The Head of R&E indicates that the EU interview panel was not the normal hiring panel, but believes that the academic qualifications of the persons hired were not significantly different from those that would be hired for the Dept. of Agricultural Economics. This has been disputed recently by the Department, which indicated that not all Research Associates appeared to have adequate qualifications for admission to the Department.

The ex-PI indicates that there was some IDRC influence in the identification of the second Coordinator. From the evaluator's perspective, the loss of the external consultant to the project, and the obvious lack in staffing continuity would have raised concerns at IDRC. The increased monitoring by IDRC at this time is viewed by the ex-PI as interference that led to the greater identification of project staff with IDRC than with Egerton. However, had there been a more obvious commitment from Egerton to the institutionalization of VOPS(K), such monitoring would not have represented any danger, as contact would have been seen to be structured. The ex-PI admits that he was very busy with other duties at this time, and was not attending rigorously to project affairs.

4.5 PCSR and the research frontier

Ph III represented an opportunity to further PCSR through methodological development. From the beginnings of VOPS(K) in earlier phases, this became stated as the learning and adapting to Kenyan conditions of the MEPS. This was seen as the tool that would integrate the sub-sectoral components of interest, and give weight to the linkages between them. The Core Unit thus had a unique responsibility within the overall framework of interested parties and thrusts at that time.

It is quite clear that little has been achieved in learning and adapting MEPS, other than its application to a single sub-sectoral component. There has been little follow-through to this initiative, and its value to the greater research and policy community is little understood. The problems in staff continuity and significantly delayed or cancelled training are major reasons for little progress in this area.

However, the team has been active in espousing the PCSA, and championing it nationally and regionally. The team also attributes the policy decisions made by the GOK to its own interventions, which were derived from a PSCA.

Unfortunately, there is little reason to attribute policy changes to the team's emphasis on PCSR. In general, PCSR in the Kenyan condition is at the same conceptual level as it was at the end of Ph II. Most of the policy recommendations made to the GOK derive from the understanding that came out of the diagnostic process, and from general analysis of policy options made principally by the external consultant. The team's principal contribution has been as an advocate of that understanding and those policy options.

To a certain extent, the team is guilty of one of its own cautions⁹, that of not generating definite policy decisions or proposing technical interventions based on an initial characterization; its advocacy of a PCSA tends to be based on such a foundation. It is truer to say that PCSR stalled during Ph III, and that it still requires that the principal specific objective of Ph III be met before any methodological advance is made. IDRC's interest in transferring the interest and capacity in PCSR to a Kenyan institution has not yet been achieved; the methodological advance is necessary before informed recommendations can be made.

4.6 The GOK

The GOK set the stage for interventions in the oilcrop subsector in its sessional paper no 1 in 1986 'Economic Management for Renewed Growth'. VOPS(K) I and II studies were an important step forward in the understanding of the subsector. The exposure given to the subsector, and the key role that Egerton had played in coordinating the studies, brought Egerton into the internal GOK debate on policy change. Through the late 80s and early 90s the GOK made several changes to pricing and crop delisting; changes were made to the duties imposed on imported edible oils.

However, the sweep back of the hand that offered these changes suggests that the picture is not so simple, nor that effective change will occur as quickly as it would first appear. Whilst price decontrols and crop delisting (which was not an enforced control) present opportunities for increased sales and incomes, both to producers and processors, the real telling point will be the amount of oil in the market, and its source. To date, GOK duties on imported oils are not enforced, and at least one private industry source indicates that importers can still make a profit and that the market may now be over-supplied.

From the perspective of a group of researchers who had hoped to induce change in policy and its enforcement, the picture above suggests that the climate for significant change was not as real as dialogue would have supposed. The input that the team had to the draft of a Cabinet memorandum was

⁹Theora, B & B. Mburu (1993).

felt to be significant; however, the memorandum never progressed beyond the ministerial level, so was not debated at the level where final decisions were made. It is ironic that a policy instrument (variable levy) recommended for this subsector should be imposed elsewhere but not here.

An important issue here is how much more effective the team's policy recommendations would have been if it had managed to master MEPS, and generated some quantitative evidence for benefits that could have accrued to given change. Interviews with public-sector planners suggested that the lack of quantitative data and demonstrated analytical capability reduced Egerton's standing in VOPS; this is also ironic given that the same planners saw the capability, at least, existing in the Dept. of Agricultural Economics. Planners suggested that evidence that increased supplies of oilcake, and its impact on the dairy industry, as a result of increased national production of oilseeds could have been an important catalyst to further change. Private-sector interviews suggested that the team's major contribution was to enable discussions on the subsector to be undertaken; the decisions that were taken were taken for other reasons. The same private sector noted the virtual dismantling of the subsector as a result of specific political interests.

4.7 VOPS(K) and the region

VOPS(K), separately and in union with AGREF, has been instrumental in furthering a PCSA regionally. To date it is more the experience of phases I and II which have driven the regional initiative. Principal contributions from Ph III include a course given to eight participants from four countries, and inputs to a workshop partly funded by the PTA. PTA's view of Egerton as an institution able to reinforce AGREF's catalysis of the subsector regionally has undoubtedly contributed to its own wish to give the subsector priority on a regional scale.

One member of the Core Unit provided input to a workshop in Uganda where a PCSA was being taken in a different subsector.

At this point, Egerton's wish to be seen as the regional resource in the subsector is not supported by its capacity. The PCSA course is still an unimproved first attempt, with a heavy emphasis on economic theory. Based as it was on the resources of the Core Unit, in the Div R&E, it is not institutionalized. This leaves it without an academic mentor. The lack of a worked Kenyan MEPS example leaves much of the course content in a vacuum. As a result, Egerton has little to push in the way of a product. There is resistance at Egerton to a working relationship with AGREF, but until Egerton retrieves some of the lost opportunity of Ph III, and moves PCSR ahead in the national context, it has little to offer regionally and needs a partner with the skills to interpret past experience in Kenya into a better strategy for other countries.

There is evidence to suggest that a PCSA may move more quickly elsewhere. AGREF's experience with Zambia and Tanzania provides a contrast to the Kenyan picture. This must be interpreted cautiously, as the work here is still at the stages of phases I and II of VOPS(K), and the serious institutional commitment is still to be demonstrated. However, Zambia is moving towards improving the subsector, and the Zambian coordinator appears to be taking a stakeholder PCSA. There is considerable private-sector involvement in the Zambian initiative. The Tanzanian focus is more public-sector oriented, and to date has provided a less coherent picture.

According to a Kenyan private-sector source, all regional countries are net importers. The balance in each country's subsector may not be so distorted as Kenya's, however. The same source indicates that Uganda has a \$100 per ton advantage to refining sesame locally over palm-oil imports as an example of a comparative advantage in local production and processing, and the basis of possible intra-regional trade. Opportunities therefore exist for regional linkages within the subsector. While political issues will loom large in decision-making in this area, a body of professionals with background knowledge and analytical capacity could take the PCSA beyond national boundaries and provide an impetus to policy change. Egerton is so far not in a position to do this, and an early strategy might be to look for a parallel institution in one or more countries of the region with which Egerton might twin its efforts. A little competition in this area might offer a substantial stimulus, and a functional network might be a better goal than a single nationally-based professional body.

4.8 Impact

It is clear that VOPS(K) has had considerable impact on policy-making in the oilseeds subsector; it is less clear how much of this can be attributed to Ph III. It is even more difficult to demonstrate downstream consequences, especially at the rural and small-farm level. Because of the myriad of players in the public-sector, and the lack of an accurate record of the on-going dialogue, impact attributable to VOPS(K) III remains hearsay. It is only possible to say that VOPS(K) III continued to be a catalyst for change, through championing this dialogue. Change in the subsector is also attributed to pressures from the World Bank.

Some changes that have occurred in the subsector have brought significant benefits to rural producers. Price decontrols have seen a threefold rise in the price for edible oils sold from the farm. Demonstration of the ram-press technology has brought considerable demand for the tool itself, as farmers have seen the potential to on-farm or community extraction of oil. This can be viewed as a niche separate from industrial processing. The VOPS(K) satellite working in this area has been stalled by the management of its funds by the Core Unit, reducing potential impact from this satellite almost to nil. Initiative for technology improvement and dissemination now lies elsewhere.

Private industry indicates that the marginal oilseeds (i.e. as secondary crops grown on residual moisture) grown by small farmers are not the ones that offer industry the most potential. The exception appears to be sesame. However, industry sees more potential in cottonseed and maize oil, though GOK mismanagement of the Cotton Board has significantly reduced the amount of raw material available. Neither cotton nor maize is considered an oilcrop by agencies such as KARI, and so receives little attention in oilcrop research programs. Sunflower is a KARI priority, and may offer industry an opportunity to diversify. Demonstrated oil yield increases at the farm-level through the use of hybrid sunflower has brought about an increased demand for hybrid seed. At present the agricultural sector is finding it increasingly hard to meet the demand for basic commodities, because of sectoral mismanagement and low investment, and imports are increasing. The immediate future may not offer much potential for major increases in oilseed production and edible oil processing at a national scale, but a separation between large operators and rural-level entrepreneurs may be the catalyst necessary for significant impact of small-scale technology. It remains to quantify the spread and benefits of the latter to date.

4.9 Sustainability

The sustainability of the initiative begun by VOPS(K) requires a strengthened champion, commitment from stakeholders, and a receptive policy environment (i.e. demonstration by the GOK that policy generation is important to its decision-making).

An attempt to wean VOPS(K) from donor support by first establishing a committed and functioning Advisory Committee has been only partially successful. This met only during 1992, and ceased to meet once the PI left, and IDRC detected financial mismanagement and halted payments. There was not sufficient momentum to carry VOPS(K) through this period. Minutes of the meetings held demonstrate a debate about what VOPS(K) was, and who 'owned' it, healthy, but inconclusive. As a result, there is not a clear community to which VOPS(K) responds, nor a sense that the private sector is interested in Egerton as a champion.

This latter issue is quite critical. Indications from the private sector are that it does not operate as an entity with common interests. In fact, there is a polarity that operates between Asian and other operators. As a result, no common ground exists upon which to build a commitment to a neutral champion. This is a ground that is basically driven by import issues; only by addressing issues that directly pertain to rural communities and local production can a champion split this ground and position itself to provide significant policy inputs once conditions improve. There may be industrial groups that would support the latter.

Movement in this direction means increased emphasis on approaches such as MEPS which will increase understanding of the dynamics of the subsector. Efficient operation of projects such as the ram-press satellite will provide the feedback on technology development and implementation necessary to a better strategizing of objectives and resources. Attention to extension linkages will show where the critical constraints to increased production and productivity lie. This strengthening of research capacity may initially have to come about independent of the stakeholders, i.e., Egerton has to make up the ground it has lost, and through its own efforts re-establish its reputation. This implies a retrenchment from the policy scene for a while.

The World Bank, in its appraisal report for ASMP II, targets Egerton as a think-tank for the subsector. It also sees Egerton as the principal training resource in a variety of disciplines related to the subsector. From this evaluators perspective there is considerable urgency for Egerton to get its 'MEPS' house in order, and to have an effective understanding of its subject matter **before** it is called upon to exercise duties under this program. However, ASMP II demonstrates that there is considerable confidence in Egerton ability to meet the needs of the subsector. ASMP II proposes an infusion of some \$2m to Egerton for these services. Separately, the Bank is itself prepared to strengthen VOPS at Egerton, through attention to databases and analytical capability. This is seen as key input to the proposed Oilseed Development Council. Interestingly, some repetition of VOPS(K) I and II is proposed.

4.10 Two-tier approach

In general this approach did not function. The only partial exception is the Sesame (K) project, which has made some advances in genetic screening and agronomic work, and which has now entered its second phase. Successful operation of the second tier required not only that each satellite project achieve its objectives, but that there be a consistent and mutually useful flow of information between the

Core Unit and the satellites in all directions, i.e. a functioning network. However, there was no effective coordination of the tier, and the Core Unit passed on to the satellites its own problems, magnifying them for the satellite projects in the process.

This tier was not meant to address all possible intervention points. However, it was a first approximation of some key ones. Had each component achieved its objectives, it is likely that some significant advances would have been made, and that a much better understanding of key constraints in rural production and processing systems would have been achieved.

To date, this approach does not recommend itself for replication elsewhere, unless oversight of this tier is undertaken by a separate body.

4.11 VOPS(K) III Extension

The extension to Ph III was intended to provide Egerton with time to complete the objectives, document Phase III, and prepare a strategy for national and regional dissemination of a PCSA. Training in, and application of, MEPS still appeared as an objective.

The complete cessation of activities that occurred over the months subsequent to the December 1992 audit, which resulted in the Ph III extension being deferred, culminated in the review of staffing of the Core Unit, the transfer of one Research Associate to the Dept. of Agricultural Economics, the effective departure of two others, and the dismissing of the research assistants. The PI also left Egerton at this time. A new PI was appointed in April 1993.

Continuity of a long-standing research effort is difficult under such circumstances. In effect, the Core Unit was disbanded. The project and the University is fortunate in that the one Research Associate transferred was the backbone of the research effort throughout the previous two to three years, and thus some corporate memory and capability has been transferred with him. However, his is not the responsibility to achieve the objectives of the extension.

The majority of the argument over the last several pages stresses that there has been little move forward in methodology for a PCSA, and that there was little capacity to generate policy interventions based on an effective quantitative analysis of the subsector. This still remains a key constraint. Can the new project team, in a period of a few months, make any advances here?

It is suggested here that the new team should dedicate the majority of its efforts, to the end of the extension, to achieving some progress with MEPS, or with an aggregated or simplified analogue of it. None of the other objectives represent an advancement in what was espoused for Ph III. Rather they just tidy up what was done. Objectives referring to proposals and evaluation are ignored here, in that the majority of these activities have been externalized.

If resources available to the extension are allocated to MEPS, this will result in a consolidation of the other Ph III research activities, as these were principally generating inputs to MEPS. This will also serve to institutionalize a project-related process in the Dept. of Agricultural Economics, transferring ownership of a method perhaps not seen with much kindness, given the project's history. The capacity to take MEPS forward exists now within this Department, and probably without need for renewed links

with UNIDO and its training programme. Whatever steps Egerton takes to complete Ph III, activities should be based on an output-oriented workplan, where both time and cost are factored.

The extension proposal speaks to a set of satellite projects which are not perceived to be under stress. Current knowledge shows this to have been quite erroneous, and raises a question about continued administration of these projects by Egerton during this extension period. As the transfer of the Core Unit to Dept. of Agricultural Economics itself places increased responsibility on this group, it may well be more satisfactory for administration of the satellites to revert to IDRC unless funds have immediately begun to flow.

4.12 VOPSIN

The Kenyan experience is essential input to the design and startup of a regional VOPS network. This section examines the network as it is proposed, and the way in which the Kenyan experience suggests modification.

VOPSIN is intended to help countries of the region become able to design and implement coherent and persistent efforts to improve the performance of their edible-oils subsector. IDRC proposes that a two-tier strategy be used:

1. The installation and support of the initial coordination and work of a research and human capacity strengthening regional network to focus on the subsector.
2. Utilization, by the Network, of a PCS perspective and approach to focus on the target subsector and foster/support/monitor/evaluate research and the technical, organizational and other resulting interventions that include policy changes in order to improve the subsector's performance in each country.

The term 'two-tier' here is confusing. In the case of Kenya, it referred to two levels of project and/or intervention. In the case of the network, the first tier is a mechanism, and the second is a methodology. A two-stage approach would better describe what is proposed, as the second stage is dependent on creation of the first.

The Kenyan experience has demonstrated the need for consistent and careful coordination of effort during a research phase that followed initial diagnosis and classification of the system. It has demonstrated that there is not necessarily a common interest amongst all stakeholders. Thus the position of a neutral champion may not be viewed similarly by all interested parties. It has demonstrated that policy recommendations need to be backed up with solid analysis and quantitative evidence if continual progress is to be achieved.

The Kenyan experience is a model. A fairly high-cost approach with an intensive training element was proposed for the Core program; this was to be supported by projects that addressed intervention points. Events conspired against successful implementation of the core approach; some of these were consequences of the way in which decisions were taken, or the way in which a process was managed.

To take the second point first, there is strong evidence in Ph III that if the person in authority is not an efficient manager, then much of the potential of the program may be lost through a squandering

of human and financial resources. An efficient manager will create an environment where professionals see and collaborate in the effective use of resources. An informal management system, based on after-hours contact, is not adequate.

Ph III was a logical next step to the activities of phases I and II, i.e., it was then necessary to provide hard evidence of the nature of the subsector and its linkages. Building capacity in the Egerton team was seen to require the continuous efforts of an external consultant; a full team was seen to be necessary right from the start to both develop this capacity, and to gather and verify that data necessary for the quantitative model.

The principal question here is whether there is the need to drive such a process with a full-time senior consultant. While this person was undoubtedly essential to the intensive processes of phases I and II, Ph III was proposing a different series of outputs, with characteristics quite different from the earlier phases. Training in MEPS, and coming to grips with its intricacies, did not specifically require his services, as UNIDO was a known repository of the method and supporting materials. This consultant would have been better utilized had he had a watching brief, with occasional guidance to the PI, rather than being seen as the source of expertise necessary to take Ph III forward. Ph III was essentially input driven, the consultant being the principal input; achievement of objectives required output-management. Such a model would have reduced cost without loss of the training function.

Both of these principal points address the same issue: both management and technical assistance should be oriented towards achievement of outputs. For this to occur, expected outputs must become more visible, i.e. must be stated at each stage of the research process. The fact that research projects are not often evaluated, and that there is therefore no objective tying of achievement (or not) of goal to realization of intermediate outputs, can remove from an input-driven process a sense of need to be using resources efficiently.

What could have improved the efficiency of resource use in Ph III? This cannot really be separated from the issue of institutionalization of VOPS(K), for had the project been operating from a base in the Department of Agricultural Economics, it would have been possible to subdivide the project on an activity basis, and assign the responsibility for outputs separately, with perhaps a fixed-time/cost arrangement in each case. The instant that the project became established as a separate entity, with its own overhead in staff, efficient management became critically important. This was ignored by Egerton as an issue.

The lessons for VOPSIN are clear:

1. If the persons identified as country program/project leaders lack management skills, provide them with management training.
2. Increase the output orientation of any funded activity. While networking is also a process of establishing and maintaining communication, it is necessary to establish a set of long-term outputs for the network, both national and regional, and occasionally measure movement towards their achievement.
3. Target technical assistance on an as-needed basis, tied to a particular output. Allow country programs to identify needs as they arise. Establish contracting mechanisms which do not create long-term expensive wage bills.

The point has been made above that AGREF has a key role to play in transferring the Kenyan experience to the region. The value of an external partner in this process cannot be overemphasized, as Egerton itself is not in a position to transfer the lessons learned, and has yet to apply them all to itself.

The IDRC PO who had responsibility for the development of the VOPS(K) programme, and who oversaw it during the three phases, is now supporting AGREF as a consultant. Some of his time is also dedicated to supervision of VOPS(K). His experience from VOSP(K) and Oilcrop Research Capacity (E&S Africa) is crucial to making sure that the linkages between institutions, and the mechanisms that each establishes to foster its own PCSA avoid the pitfalls that confronted Egerton. As IDRC is likely to be the sole donor in the first 12-18 months of the network, it is important that there be continuity in this supervision of the young network.

5. Conclusions

This evaluation argues that the project did not make the conceptual and methodological progress expected of it during Ph III. The Core Unit, the main group expected to provide leadership and to generate the advances, generally rested on the accomplishments of phases I and II in producing policy recommendations to GOK and in promoting the PCSA approach nationally and regionally. The principal methodological tool expected to be adapted and utilized, MEPS, had received only partial attention by the end of phase, and was not developed to the point where it could be used as a policy generating mechanism, nor as an input to further developing PCSA concepts. The principal reasons for slow development were understaffing, training delays, constraints to internalization of process in Egerton University, and lack of leadership and management of the project team. It is considered that the external consultant did not fully meet his terms of reference.

Ph III took place during a period of gradual shift towards more open government. As a result, attributing sub-sectoral change to project initiatives is quite difficult. The probable most significant outcome of the project is a greater awareness of the subsector throughout the higher levels of GOK. It is not possible to attribute specific policy decisions to specific interventions, but it is clear that some project outputs, especially one policy paper and a couple of collaborative inputs to policy drafting, positioned information on needed policy changes in the hands of senior ministers at an appropriate time. Some policy decisions may have resulted from these, though not immediately. The use of variable levies in other sub-sectors (though not in oilcrops) is confidently attributed to a 1991 VOPS policy paper. Price decontrols may have been made more quickly as a result of information supplied by the project.

Such gains are attributable to the level of thinking achieved and intervention points identified at the end of Ph II. During Ph III, the Core Unit used much of the basic information generated in Ph II to sell the concept of PCSA to a broader audience. Little original work was done during Ph III that contributed to these sales pitches. Work done during Ph III on data collection approaches, statistical abstraction and MEPS adaptation remained incomplete and generally unreviewed at the time of the evaluation. This did not contribute significantly to the content of papers delivered at national and regional fora. In general, the project has not furthered significantly the cause of PCSR through strengthened understanding of the methodology, or data that immediately demonstrates the validity of a certain step.

While most of the foregoing may suggest that the outcome of Ph III was insignificant, this is not in fact the case. For all the deficiencies, the delivery of policy advice to the GOK probably occurred at a rate appropriate to the possible rate of absorption (defined by both commitment to change and

increasing interest in the subsector). Interventions in the subsector by others benefited positively from the knowledge base that Egerton was slowly developing. Egerton demonstrated to the GOK the value of involving an university in policy development processes; this has resulted in continued consultation. In overall terms, the General Objective of Ph III was partially achieved.

6. Recommendations

A series of recommendations is offered. These have been divided into three groups: generic, Phase III extension, and VOPSIN.

Generic

This evaluator has undertaken evaluations of other IDRC projects. To some extent, the following recommendations come from this broader knowledge of IDRC and its modus operandi.

1. Project summaries should have a clearer indication of expected outputs from each specific objective.
2. Project monitoring needs to be formalized, to allow adjustment of objectives and activities during the project's lifetime. An annual record of decisions taken and changes made should be established.
3. The conflict inherent in a Program Officer's monitoring of his/her own projects should be recognized. Where projects are sufficiently large (e.g. over \$500,000), thought should be given to independent monitoring.
4. Terms of reference for consultants need to be detailed more clearly, including outputs expected of the services provided. Consultants should be managed pro-actively in order that outputs are achieved.

Phase III extension

Egerton has moved towards meeting most of IDRC's conditions for reinstating disbursement of funds. In the expectation of a fully satisfactory resolution of outstanding issues, the new PI and his staff have been taking the initial steps in planning for the completion of Ph III. Egerton has internalized the project in the Dept of Agricultural Economics, and there are currently two staff members assigned principally to project activities. The involvement of further staff on varying bases is expected as task assignment is completed.

1. The new team should dedicate the majority of its efforts, to the end of the extension, to achieving some progress with MEPS, or with an aggregated or simplified analogue of it.
2. Remaining efforts should go into refining the PCSA course, reducing its theoretical nature, and preparing materials suited to further national and regional workshops.

3. Implementation of these Ph III activities should be based on an output-oriented workplan, where both time and cost are factored.
4. Any consideration of Egerton as a recipient of funds for activities beyond Ph III should be tied to a satisfactory completion of outputs under the Rural Processing satellite project.

As Egerton is still officially responsible for coordination of the satellite projects, the Ph III extension should be more explicit, through an objective, in focusing attention on their successful conclusion. Recognizing that energies dedicated to their coordination by the PI will detract from energies devoted to meeting the other objectives of the extension, IDRC may wish to consider assuming responsibility for administering to the two projects not based at Egerton. This is not a specific recommendation, rather it is recommended that the PI advise IDRC whether he can realistically provide the services that are necessary. This should also take the form of a protocol. It is recognized here that IDRC will wish to avoid assuming responsibility for these two projects. Should there be a significant constraint it is suggested that AGREF be seen as an alternative.

VOPSIN

VOPS(K) suggests that there is a very basic lesson to be learned: that the level of institutional commitment (and energy) demonstrated in a diagnostic phase may not be sustainable in the ensuing focus on principal points of intervention unless there is a) a high regard for coordinated effort, b) a committed group of stakeholders, c) a champion that is clearly an intellectual leader, and d) a political interest in change. Clients should be clearly identified and expectations of the champion understood. A diagnostic phase should include an analysis of the current government's policies and decision-making record.

VOPS(K) was initially designed as a fairly high-cost approach. The results of Ph III could have been achieved at significantly lower cost. In other countries the necessary outputs should be more clearly identified, and the methodology tailored to meeting these outputs within a specified timeframe.

The following recommendations come from lessons from Ph III:

1. If the persons identified as country program/project leaders lack management skills, provide them with management training. Do not assume senior professionals are good managers.
2. Increase the output orientation. While networking is also a process of establishing and maintaining communication, achievement of outputs is the final measure of success of the network. Occasionally measure movement towards their achievement.
3. Target technical assistance on an as-needed basis, tied to a particular output. Allow country programs to identify needs as they arise. Establish contracting mechanisms which do not create long-term expensive wage bills.

Other recommendations include:

1. From this evaluator's perspective, Egerton does not currently have the capacity to lead VOPSIN. AGREF is necessary as a coordinator. Egerton should concentrate on the development of PCSA capacity. This will be a prerequisite for significant improvements in the PCSA course offered regionally once by Egerton.
2. Technical assistance will still be an important component for success of a young VOPSIN. The experience of VOPS(K) of the current consultant is crucial to making sure that the linkages between institutions, and the mechanisms that each establishes to foster its own PCSA avoid the pitfalls that confronted Egerton. As IDRC is likely to be the sole donor in the first 12-18 months of the network, it is important that there be continuity in supervision of the young network.
3. Strengthen this consultant's terms of reference to include:
 - refine the outputs of VOPSIN as stated in the network proposal towards concrete measures that can be verified.
 - establish a monitoring framework for the network which includes specific indicators of progress; report against this framework.

Appendix 1.

TERMS OF REFERENCE FOR EVALUATION CONSULTANT

Under this contract, Dr Neil Thomas shall carry out the following tasks:

- a) travel to Egerton University in Kenya to review and evaluate the IDRC-supported 'Vegetable Oil/Protein System (Kenya) III' Project;

Specifically, three important dimensions are to be examined:

- i) Conceptual: targets defined and methods (approaches) improved or developed to achieve the objectives in mobilization and organization of knowledge, people, resources and technologies for subsector improvement;
 - * did the project make conceptual and methodological progress in presenting/analyzing the subsector and tackling its problems?
- ii) Management and implementation: how were resources (money, people, information/documentation) assigned and managed in pursuit of project objectives;
- iii) Effectiveness and efficiency of impacts/results obtained:
 - * actual and potential results (what opportunities were lost?); did changes occur in people organization and resource allocation to the subsector?
 - * did the project recognize and respond to changing priorities?
 - * has there been an impact on environment, policy and the economy; could improved impact have occurred?
- b) provide advice to the project staff and to the management of Egerton University in defining its current and future role in this and other research-for-development projects;
- c) advise IDRC in relation to its application of the Production to Consumption Commodity System Approach in the region and elsewhere; and
- d) submit a detailed and satisfactory report of the work accomplished to the Director General of the Environment and Natural Resources Division of the Centre by September 30, 1993.

Appendix 1 (cont.). *IDRC File Material.*

TERMS OF REFERENCE AND ISSUES FOR EVALUATION OF THE VOPS(K) PROJECT STRING

Definitions:

Project string: the sequence of IDRC funded projects

VOPS(K) project: the three phases of the current project

VOPS(KE) programme: the programme which EU has defined for itself to lead/follow.

General: to review project progress and results, and guide:

- the project itself in defining its future actions;
- the university as implementer of this and other research-for-development projects;
- IDRC in relation to its application of the Production to Consumption Commodity System Approach in the region and elsewhere;

Specifically, there are three important dimensions to examine: the conceptual, management and implementation, effectiveness and efficiency of impacts.

A) Conceptual: about targets defined and methods (approaches) improved or developed to achieve the objectives in mobilization and organization of knowledge, people, resources and technologies for subsector improvement;

- * did the project make conceptual and methodological progress, about presenting/analyzing the subsector and tackling its problems? The methods used and methodology extracted.

Wish to examine the conceptual dimension on two levels: the strategic conduct of the project string, and the extent to which lessons about method were analyzed, extracted and documented. Thus:

- i) - Prepare for the evaluator a description of the method(s) followed in working towards the project's grand aim over the last five years (define the assumptions underlying the context of the method(s) applied--these assumptions to define the story line). (One example is the assumption that participation in work leading to a cabinet paper would lead to quick government action through the subsequent national budget.)

Outline the sequence of discrete, sequential activities funded by IDRC; expose the information lacked and/or used in deciding the direction, intensity of each activity.

[project summary/proposal and technical and financial reports of each activity or project phase funded by IDRC; update the list of writings/publications from the project(s)]

- ii)- assess the project's contribution to the method of the integrated Production to Consumption System approach

[work which culminated in the short course on PCSR in August/September of 1992; other reflective/analytical writings by VOPS(K) staff, PI, the consultant, IDRC programme officers]

B) Management and implementation: how were which and whose resources (money, people, information/documentation) assigned and managed in pursuit of project objectives;

- **programme steering dynamics:** the PI and the VOPS(K) staff, IDRC programme staff at EARO and Ottawa, Ken Riley then in Nepal, the consultant Carlos Zulberti were the early overall programming strategists for this intervention in Kenya: joint decisions on targets to be achieved, how to propose what funds to raise. An advisory committee drawn from stakeholders and key players to advise the VOPS(KE) programme was included early in the phase III (or was it II) proposal, but is coming to the fore slowly and late (was this a function of the national context, or other factors?).
- efficacy of/need for the **international consultant**.
- **institutional environment:** the "project(s)" took place in the context of a new and evolving Division of R&E within a young and evolving University; understand the highlights about both environments and the impact of the project on the two environments and vice versa.
 - did the Division distance itself from the EU--too successful for its own good? Jealousy about the Division's "prominence" within the University?
 - the project was integrally tied to the Division's fortunes and vicissitudes
 - the project's impact on EU staff attitudes about the role of research and of the the university in serving its ultimate clientele--stakeholders in the system; it strove for rigour, but addressed questions in a way not familiar to more traditional single component technology generation; did it promote or legitimise a type of research the results of which are important and useful, but not necessarily suited for publishing in northern journals;
 - conflict by vested interests who wished the project to assign a greater share of the resources to institutional objectives than the agreement between donor and recipient intended;
- **university prominence:** EU gained increased exposure (publicity) through the holding and leading of a series of workshops
 - did that help to attract fresh funds for the University?
 - did it engender jealousy by other institutions/outside of EU to the detriment?
- **advocacy/persuasion:** the style of the PI which succeeded in motivating sustained collaboration by other institutions in the project(s). Were there benefits or detriments from the fact that the PI was also the chief of the Division.
- **sense of ownership and stewardship of the project(s):** the VOPS project(s) engendered more emotions within the EU than did other (larger) projects housed within the Division [ask CMRT, PAM, AMP, FNSP]--different styles, attitudes, approaches of the various donors? The subsector being addressed by the project(s) is complex; it could not be affected by direct intervention of a donor; a national group was needed
- **management** of people and time of the **main project**; effectiveness of planning, review,

reporting between the PI and the co-ordinator; did the main project generate and follow work programs, and evaluate their performance against plans? Adequacy of technical and financial reports. Use of annual performance appraisal of project staff. Inconsistencies between the intentions and the practice of hiring the project staff.

- **servicing the satellite projects**--the administrative protocol between EU and the researchers at JKUCAT and U of Nairobi; were finances made available to main and satellites on time; are the satellites achieving the desired results; were financial resources wisely used; did the servicing take too much of the time and effort of the core team? was it worthwhile linking parts of different universities under the umbrella of a third? [reports to IDRC, R&E Division minutes of regular meetings of project heads;]
- **management of information about the subsector:** was there a strategy for placing information in the hands of stakeholders, other key players, donors, ngo's?

[interviews with Lugogo, Karau, others at EU who are knowledgeable about the period of time]

C) Effectiveness and efficiency of impacts/results obtained:

[the columns for Means of Verification and of "killer" Assumptions in the LogFrame for a national PCSA process will guide the detailed questions for this section]

- * actual and potential results (what opportunities were lost?); did changes occur in people organization and resource allocation in the subsector;
- * did the project recognize and respond to changing priorities?
- * has there been an impact on environment, policy and the economy; could improved impact have occurred?
- Need to consider and understand the **national context**: encouraging the integration between government and research takes time to build the bridges, confidence by government that research has something to offer; over the period under review, a significant shift occurred in the government perception of its own role; the change to multipartyism has brought about a greater openness.
- **national/sub-sector impact**: did the very existence of the project facilitate mobilization of fresh national or international resources to the Kenyan subsector? Did the project have an influence on national decision makers: e.g., priorities/conduct by KARI (of research), by line Ministries, by stakeholders, by Ministry of Development Planning, by related development projects, changes in level of interaction and collaboration among stakeholders/key players. Was anyone consulting VOPS(K) for advice/information. The project was an apparently costly project; was it a desirable investment?
- the **quality of the work** done by the core team, guided by the PI and consultant: research, writing, communicating, strategising, tactics.
- **impacts on actors outside Kenya**: interaction and/or collaboration with other interested parties in other countries in the region. What were the perceptions of those persons about VOPS(K) methodologies, and their willingness to adopt such methods? The AGREF/PTA connection/

2) FACILITATING THE EVALUATION

VOPS(K) develops the full work programme for the evaluation:

- * based on the objectives and achievements of the preliminary DAPS, of the three phases of the project, and using the retrospective logical framework, identify the existing documents and the documents still to be prepared, which will be used in the evaluation process; organize the paper evidence to be consulted by Neil in well structured and easy to access form;
- * detailed set of tasks during the evaluation and the manner of accomplishing them: who, what, where, how, how long, why?
- * a letter now to everyone on the VOPS(K) mailing list, to alert them to the evaluation and asking them to be prepared to meet with the evaluator?

Appendix 2.

Itinerary and Contacts

Date	Place	Contact
26 Jul	Travel Singapore-Dubai	
27 Jul	Arrive Nairobi	L.N Navarro
28 Jul	IDRC Nairobi	L.N. Navarro, O. Schmidt I. Rop, E. Sambili, B. Mburu
29 Jul	IDRC Nairobi AGREF	Idem S. Chema
30 Jul	IDRC Nairobi, document review	
31 Jul	IDRC Nairobi, document review	
01 Aug	Travel to Egerton	
02 Aug	Egerton	Prof Kiptoon, VC. Prof Onyango, DVC Academic Dr Karau, Registrar Academic Dr P. Shalo, Director R&E
	Villa Maria Enterprises, Nakuru	Prof R. Musangi, ex-VC
03 Aug	Oil Crop Development Ltd Egerton, Dept. Ag. Economics	Mr Ng'ang'a, Manager Dr I. Rop & staff
04 Aug	KARI, Njoro Egerton, processing satellite Egerton, R&E senior accounts officer	Dr Wanjama Mr Mugeto & team Mr Gitonga
05 Aug	Approtech Unga Group Technical Manager IDRC Nairobi	Martin Fisher Dr Bertolli B. Mburu
06 Aug	MPND, Long Range Planning Unit IDRC Nairobi Sava Industries General Manager Travel to Mombasa	Dr Gitu B. Mburu Mr Kotecha
07 Aug	Coast Development Authority, GM	Dr J. Lugogo
08 Aug	Travel to Nairobi	
09 Aug	KARI HQ, Nairobi, Industrial Crops	Mrs Wambule

	MOALDM, Livestock Div	Dr Gichohi & staff
10 Aug	Treasury, Price Control Comm. IDRC Nairobi MOALDM, Rural Oil Processing Proj. Serena Hotel	Mr Mamuja Mr Theora Mr Kibuthu C. Zulberti
11 Aug	U. Nairobi, Sesame satellite World Bank, Agr. Division IDRC Nairobi Dept of Industries	Dr Ayiecho G. Padmanathan, S. Asema O. Ogbu Dr G. Olum & staff
12 Aug	IDRC Nairobi	Dr E. Rathgeber L. Navarro, O. Schmidt B. Mburu
	Departure from Kenya	
13-14 Aug	Travel status	

Appendix 3.

Summary question sets

A. VOPS Implementers/ Steerspersons

- What was known about the subsector, and what more knowledge was required?
- What were principal characteristics of subsector?
- What were principal outputs?
- What resources were used (incl. cost effectiveness)?

B. VOPS Institution

- Why did Egerton wish to enter the subsector?
- Were resources adequate to conduct characterization, etc.?
- How has the project contributed to the development of rules and regulations relating to research administration, structures, etc.?
- How has the project contributed to the status of Egerton in the subsector/policy development?
- Was there a policy in place for research project implementation in the Egerton structure? Was VOPS(K) evolution consistent with policy?
- Has project achieved objective/contributed to subsector?
- Will subsector interest continue?

C. Stakeholders

- Has subsector information been available/increased over past five years?
- What was the type and value of information/gaps?
- What was the source of information?
- What flow of information (and from whom) has there been from stakeholders to Egerton?

D. Other interests

- Was the interaction with Core Unit in characterization?
- Were you aware of outputs?
- Was the characterization valid?
- Have you used VOPS(K) outputs in guiding policymakers? How?
- What other players are there? How important are they?

E. Egerton Departments

- Did involvement in VOPS(K) leave anything for the department in terms of capacity or resources?
- What allocation of resources was there compared to other projects?

Appendix 4

Retrospective Logical Framework Analysis for VOPS(K) III

GOALS RESULTS ACTIVITY		OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
GOAL	Increased production of oilseeds by Kenyan smallholders.	Measured farm-level production by region and year.	Farm-level surveys	Inputs are available, returns to production are positive, oilcrops fit the farming system. Research output through policy changes will improve subsector. GOK accepts recommendations from executing agency.
PROJECT PURPOSE	To develop an integrated research and development program on the vegetable oil/protein system (VOPS) in Kenya aimed at the removal of constraints to domestic oilseed production, processing and utilization of edible oils and protein cakes.	Identifiable subsectoral research program with outputs that have led to changes in subsector policies and commodity usage; significant increases in production, processing and utilization of oilseeds and their by-products.	Annual technical reports of executing agency; commodity statistics; changes in market availability of edible oils, protein cake, and derivatives.	Subsector is important to GOK. Research team is able to identify limiting constraints. GOK provides counterpart funds.

RESULTS/ OUTPUTS	<p>1. The Kenyan VOPS characterized in greater depth.</p> <p>2. Transfer of information on key components and linkages of the system/subsector to specified clients.</p> <p>3. A functioning Advisory Committee providing guidance to the research teams(s).</p> <p>4. Research priorities identified, detailed proposals prepared and submitted for funding.</p> <p>5. A formal research management structure with mechanisms in place to support and monitor an integrated set of research projects.</p> <p>6. Researchers trained in VOPS research areas.</p> <p>7. An external evaluation, providing feedback on the value of the PCSA taken, and its contribution to change in the VOPS.</p>	<p>1. Adapted and validated MEPS for Kenyan situation; dataset describing oilcrops subsector.</p> <p>2. Documents showing the changing performance of the subsector; interchange of correspondence with clients; research reports from MEPS application.</p> <p>3. Recommendations of Advisory Committee; annual reviews; planning documents.</p> <p>4. Recommendations from group meetings and workshops; proposals written and funded.</p> <p>5. Protocols identifying principal mechanisms, and responsibilities of each partner project; regular monitoring and research reporting.</p> <p>6. PhDs and MScs granted, diplomas awarded; theses with VOPS focus.</p> <p>7. Evaluation conclusions and recommendations specifying advances or change in both VOPS and PCSR; attribution of change.</p>	<p>1. Functional computer model; research reports; policy recommendations.</p> <p>2. Subsector databanks and abstracts; research reports; correspondence files</p> <p>3. Committee minutes; review reports; planning proposals.</p> <p>4. Minutes, proposals.</p> <p>5. Protocol documents; monitoring and research reports.</p> <p>6. Certificates; theses.</p> <p>7. Evaluation reports.</p>	<p>Methodology is appropriate; staff can master technique.</p> <p>PCSA is appropriate to problem.</p> <p>Broad range of stakeholders committed to change.</p> <p>Research capacity sufficient or develops.</p> <p>Executing agent committed to establishing in-house capacity.</p> <p>Training is needed; academically-qualified candidates exist.</p> <p>Substantive evidence exists to describe actions and change.</p>
ACTIVITY /INPUTS	<p>Planning documents</p> <p>Canadian funding \$698,400</p> <p>Technical Assistance 230 person-days</p> <p>IDRC Monitoring</p> <p>Vehicles & equipment</p> <p>Training programs</p>	<p>Approved Project Summary</p> <p>Grant approved by Board</p> <p>Consultant contracted; reports received.</p> <p>PO monitoring/trip reports submitted.</p> <p>Procurement lists prepared, items ordered.</p> <p>Training programs identified, students approved.</p>	<p>Donor reports.</p> <p>Minutes of Board</p> <p>Contract & Terms of Reference; reports.</p> <p>IDRC reports.</p> <p>Lists, shipping orders, inventory.</p> <p>Trainee records, course descriptions.</p>	<p>Donor funds available.</p> <p>Consultant can be identified and hired.</p> <p>Objective monitoring framework developed.</p> <p>Training resources exist.</p>

Appendix 5.

Summarized Research Protocol

Research Grants

The studies are expected to complement the work already done through the VOPS core unit and the Satellite Projects, and will focus on specific issues and problems affecting vegetable oil and protein systems. Individuals from the universities, the private and public sectors may apply. These are short studies and should not go beyond eight months. The grant should not exceed \$3000 per proposal.

Selected areas for research:

Market intervention policies

Studies on credit requirement, disbursement and recovery.

Studies on rural oilseed processing and the impact on rural industrialization.

effects of rural oilseed processing and the impact on rural population.

The role of diversification of rural activities through introduction of oilseed production in reduction of risk.

The problem of declining oilcrop production.

The role of oilseed production in increasing the productivity of marginal lands.

Studies for the development of improved technological production packages for oilseeds.

Viability of the production of industrial oilseeds (linseed, castor).

Studies on the substitutability of edible oils for industrial use (soaps).

Development of on-farm feed formulations incorporating protein cake from rural processing and locally available energy base.

Studies on the effect of utilization of locally available protein cake on animal production.

Factors affecting the animal feed industry.

The effect of the availability of the protein cake for on-farm feed formulation on the adoption of the zero grazing technology.

The effect of on-farm feed formulation on the retention of bull calves for beef production.

Studies on the viability of a mobile feed compounding unit based on the availability of protein cake at the farm level.

THE FOLLOWING IS AN INDICATION OF THE TYPE OF PROPOSALS THAT WERE SUBMITTED TO VOPS-K FOR SUPPORT AND ACTION TAKEN BY VOPS-K:

Title	Source	Position on its Merit	Date
1. Fish farming for research and extension by Dr. Taruru, Dr. Wathuta Mr. Lewuantai and Mr. Ndegwa	Proposal by several members of staff at E.U.	Too ambitious for VOPS-K resources	July 1990
2. Extraction of detergent from Sodom's Apple by Mr. J.M. Mutiso	Third year Chemistry Student from E.U.	No records of an evaluation on its merit exists but supported from April 1990.	Support spilled over to July 1991.
3. Production and marketing of Coconuts by Mr. Mazera, S.W.	MSc. thesis from E.U.	Unclear proposer did not follow-up	25-2-91
4. Economics of Sunflower Prodn in Molo Division by Mr. Rugenyi, P.M.	BSc. dissertation from E.U.	Scope ill defined	15-3-91
5. Economic potential of rapeseed in Kenya by Susan K. Kaaria	Member of academic Staff at E.U.	No further effort was devoted	23-4-91
6. Food technology consultancy in the ROPPP within Rural Services Design Project by Dr. Bibi W. and Prof. Shalo P.	FAO/UNDP consultancy	Succeeded to broker for EU in February 1993.	Process started in April 1991.
7. Vegetable Oil Project (Jua Kali Enterprise) Part 1 Pilot scale extraction and refining of edible oils	Cover letter only, for a proposal by a member of faculty at Moi University in December 1991.	Proposal never reached the VOPS-K desk. No further follow-up	The process was still born.
8. Evaluation of Sesame (<i>Sesame indicum</i> L.) genotypes for drought stress by Mr. Maimba, F.M.	Msc. Thesis from U.C.N.	Recommended for support by Sesame (K) in February 1993.	No funds by March '93.
9. Response of Plant water status and yield of sesame (<i>Sesame indicum</i> L.) and sunflower <i>Helianthus annus</i> L.) to soil water status deficits by Ms. Tingos D.U.	MSc. thesis for a student from the University of Nairobi	Recommended for Support by Sesame (K) in January 1992.	Funds availed in April 1992.
10. Cultural studies on <i>Cercospora sesami zimm</i> ; <i>C. sesamicola</i> Mott and their interactions with <i>Sesami indicum</i> germplasm in Kenya by Mr. Nyanapan, J.O.	MSc. thesis for a student from the University of Nairobi	Recommended for support by Sesame (K) in January 1992 on assesment by Sesame (K).	Funds availed in June 1992.
11. Factors affecting the animal feed industry by Mr. Namwamba, G.S.	Proposal by an officer in the MGLD	The problem area was not well justified and this was communcated	There was no further follow-up on this.

Title	Source	Position on its Merit	Date
12. Development of on-farm feed formulations incorporating protein cake from rural processing and locally available energy base by Mr. Karwitha Kiugu	A Proposal by faculty member from University of Nairobi.	Well focused and recommended in April 1992.	No support of this work to date.
13. Short term consultancy on oilcrops production by Mr. Muturi Wakanyora	Proposal by a private consultancy firm	Recommended in May 1992 but the suggested budget way above the desired.	No further follow-up on this exists.
14. Proposal to incorporate the VOPS-work in soybeans with a local NGO by Mr. Ejidio Kariitni	Proposal by a local NGO	An area for future direction VOPS-K effort.	Information sent in August 1992.
15. Research and Development of "Mollucana" by Mr. K. Bikwetti and B. Okumu	Joint proposal by officers from MOI and MCA.	Too little information to justify support.	Communicated in October 1992.
16. Growing and Processing oilcrops in Migori by Mr. A.W.T. Genya	An investment proposal by a private firm	The budget and orientation of this proposal were way above the VOPS-K objectives.	Communicated in March 1993.
17. Characterisation and analysis of factors affecting the performance of the animal feeds industry in Kenya by Dr. S.G. Mbogoh.	A proposal by members of the faculty at the University of Nairobi.	The proposal recommended for funding in July 1992.	No funding to date.
18. Proposal to facilitate an intervention on soybeans with a private entrepreneur in Embu by Mr. Karuana, C.W.	Proposal by a farmer which lead to the VOPS-K making contact with Savage Industries.	The proposal was rejected on the basis that VOPS-K could not intercede in the private sector.	The contacts were made in May 1992 and the position was clarified
19. Proposal to support the purchase of a permanent demonstration site by Charles Oluoch.	Proposal by a forestry officer	The proposal was against the objectives of the VOPS-K.	Proposal rejected in February 1992.
20. Flavour aspects of traditionally processed by Ms. Jane Nzai	er in the Dairy technology Department in February 1992.	Duplicated research efforts in Zambia hence unsupported	No support.
21. Determination of shelf-life and the effect of storage on the viability of oilseeds by Dr. Mridula Bhattacharjee.	Proposal by a faculty member in E.U.	Rejected after consultations with food scientists in October 1991.	This was funded against the advice of VOPS-K team.
22. Oilseed Cake Utilization in Livestock Rations by Dr. Ottaro and Dr. Musalia	Consultancy in Animal Nutrition		
23. Studies on Soyabean Production, Processing and Utilization by Prof. O.D. Mwandemele	Proposal by a Faculty member at E.U.		No support

Title	Source	Position on its Merit	Date
24. Variations in Emergence and Distribution of American Bollworm <u>Heliothis armigera</u> (sunflower), (Hubn) in cultivated Sunflower, <u>Helianthus annuus</u> (L) by Mr. L. Sayia	Proposal by a Faculty member at E.U.	Budget on the higher side and duration is longer than the life of VOPS phase III then.	No support
25. A Potential Alternative Source of Oil for Industrial Use - A Focus on Neem" by Dr. M.S. Rajab	Proposal by Faculty member at Moi University	The proposal recommended for funding in July 1992	No funding to date
26. Economic Viability of Alternative Uses of Coconut Other than Mnazi by Ogallo, Kobiero and Kariuki	Proposal by faculty members at E.U		Not funded
27. The Economics of Expanding sunflower production in the high potential areas of Kenya during the short rains seas. 'A case study of Kakamega, Nakuru, Bungoma and Meru Districts' by Mr. S.L. Wasula	Research proposal by a Researc Assistant with VOPS		
28. A Study on Groundnut Improvement by Prof. O.D. Mwandamele	Proposal by a faculty member at E.U.		Not funded
26. Determination of Price Elasticity of Sunflower Supply in Kenya	M.Sc. Thesis from U.O.N.	Recommended for support	No funds available to date
22. Soil and Water conservation in relation to Sunflower Production by Mr. S.S. China	Study proposed by a member of the faculty in E.U. on Phd. studies.	Recommended for support in January 1992.	Supported in March 1992.

Appendix 6.

Terms of Reference External Consultant

- a) To provide technical support to the project's professional staff in their research and research facilitation tasks, with special emphasis on improving the model of the oil/protein system.
- b) To collaborate with EU and the project's advisory committee on the evolution of the Oil/Protein System programme.
- c) To advise Kenyan researchers, as necessary, on the design and analysis of research projects which comprise the Oil/Protein Systems Programme, coordinated by Egerton University.
- d) To advise on the national networking process among researchers, policymakers and practitioners in the oil/protein programme.
- e) To submit an annual evaluation of the process undertaken in the Programme, covering major accomplishments and lessons learned, and a summary report covering the three years of the project to the Dir of AFNS by Nov 15, 1992.

Appendix 7

**VOPS(K) III Review of Monitoring Events
and**

VOPS(K) I, II and III Storyline.

Source: Program Officer personal notes.

August 8, 1993

VOPS(K) III: REVIEW OF MONITORING EVENTS

DATE/ DURATION	KEY ISSUES RAISED	PLACE	REFERENCE
22/6/89	Zulberti/Schmidt review VOPS(K) work programme prepared by Muthaka; VOPS(K) strategy for approaching UNIDO for MEPS training; progress by Bwisa on his proposal (Muthaka, Karenge, Zulberti had meeting with Bwisa on 16/6); VOPS(K) participation in Sept 90 ATI ram press workshop, and plan to present joint paper on Technology Introduction processes (using ram press as example); progress of UNDP/Min. Ag. development of processing component of ROPPP sub-project in WB/GofK Rural Services Design Project.	IDRC	Schmidt notes.
24/6/89	Lugogo/Zulberti/Schmidt: project acquisition of station wagon; adverts. for third research associate went to Asst. Registrar, Miss Atamba and to Mr. Metto, Lugogo to discuss with Prof. Musangi next Tuesday; progress in putting together the Advisory Committee. disappointing; plan details of Aug. visit by IDRC Regional Director to EU; noted some evidence of palm oil exports from Kenya;	IDRC	Schmidt notes
6/7/89	Muthaka/Karenge/Bwisa/Schmidt: further development of Industrial Organization satellite project; direct participation by EU personnel in the proposed research	IDRC	Schmidt notes
31/7/89	Lugogo/Karau/Karenge/Muthaka/Schmidt: Lugogo briefs us on meetings with PS Industry this a.m., with PS Livestock this p.m.; PS Industry will discuss Advisory Committee with PS Agric.; MEPS training request has gone to UNIDO Nbi;	IDRC	Schmidt notes
9/8/89	Navarro/Schmidt/Zulberti: VOPS(K) progress; IDRC Ottawa plans to develop IDRC strategy towards oilseeds; review the draft project summary for Ag. Econ services to the Oilcrop Research Network.	IDRC	Schmidt notes
14-15/8/89	IDRC Regional Director visit to EU: campus tour; Ram press/expeller demonstration; round table discussion of VOPS(K) project; reception; IDRC team call on V-C; Field Visit OCD farm Njoro;—most of the relevant Ministries sent participants, EU teaching dept. represented; Prof. Rop, Dean of EU FASS asks: "how will this research be incorporated into our curriculum?"		
8-10, 15 Oct. 89	PO, Phil English, from IDRC Economic Policy Programme from Ottawa visits Kenya for development of the Oils and Fats Industry satellite project with Bwisa, EU.	Nairobi	Phil English Trip Report
25/10/89	Lugogo/Zulberti/Navarro/Schmidt: results of the National Oil and Proteins Development Committee are now available (recommends that EU be made a Centre for studies in oils); an FAO Mission on Feeds is in Kenya now, will visit EU next week, are using the Working Paper(s) on the feeds component of the VOP subsector; EU capacity to have VOPS(K) manage the satellite projects; plan the upcoming visit by Gordon Banta; established that the 25% teaching rule, agreed at the Sept. EU Planning Workshop, effectively integrates the VOPS(K) research associates into the teaching depts. with greater chance to affect curricula;	EU	Schmidt spiral notebook
25/10/89	Mugeto/China/Muthaka/Zulberti/Navarro/Schmidt: development of the Oilseed Processing Satellite project.	EU	Schmidt spiral notebook

16/11/89	a) General VOPS(K) presentation: Banta/Hailu/Navarro/Schmidt of IDRC; Lugogo/Muthaka/Zulberti/Mburu/Odongo(library)/Mwakachola/ Dr. Demie(Ag. Econ) of EU; Mrs. Alambo/Bikweti of Min. Industries; China/Mugeto, Bwise, Ayiecho/Nyabundi from candidate satellites; b) Riungu of KARI provides overview of biological research ongoing.	EU	Schmidt spiral notebook; Banta trip report
	VOPS(K) progress, review among Lugogo/VOPS(K) staff/IDRC personnel: VOPS(K) team review achievement to project objectives in phase I; Lugogo wants clout for the Advisory Committee, thus going through Min. Industries to sanction/promote its formation; Banta urges that project needs to balance the previous capacity building emphasis with getting back to science; more effort needed to address the building a national agenda for research in the sub-sector; can EU secure a mandate for leading a national oilcrops info. project?	EU	Schmidt spiral notebook; Hailu trip report
1/12/89	Zulberti/Navarro/Schmidt: review implications on VOPS(K) project from Banta visit; importance to extract lessons learned to date to develop a methodological blueprint for VOPS replication in other countries and other commodity systems; The recently held Centres Week of the CG systems seems to show that CG is moving more towards systems thinking;		
8/12/89	Muthaka/Mwakachola/Zulberti/Navarro/Schmidt discuss points emerging from Banta visit: a) will it pay for K. to move to local production of oilseeds? b) data quality/consistency: share the problem with other national data collection agencies and do some joint exercises? c) has the national research agenda been generated now, is each Ministry picking up an item from it, is only EU proposing new research action?		
24/1/90	Lugogo/Zulberti/Schmidt: upcoming visit to EU by IDRC/CIDA liaison person; progress with establishing advisory committee; EU/Zulberti input to Processing component of ROPPP sub project WB/GofK; need for progress with administrative protocol, streamlining EU R&E financial mechanisms to support satellites	Nairobi Club	
2,9/2/90	Zulberti briefs Navarro/Schmidt on progress: Muthaka, Zulberti, Mwakachola with Ayiecho, Bwise on 1/2 for further development of the administration protocol document		FAMESA Management Manual for Productive R&D". "Guidelines for the Formulation of Research Project Proposals", NCST/IDRC.
19/4/90	Muthaka, Mwakachola, Zulberti, Navarro, Schmidt: the 5-8 March 23rd session of the Inter Governmental Group on Oilseeds, Oils and Fats (IGG), MEPS training in Vienna, phase II technical report, Work programme for April/May, VOPS planned national workshop, VOPS par Chambers of Commerce	at IDRC	Schmidt notes
30/5/90	Lugogo/Navarro/Schmidt: need by project for increased consultancy days, criteria for Advisory Committee and desirability of announcing its membership at 26 June workshop; absence of work programme, delays in receipt of final technical report for phase II; desirability to have Lugogo increase his involvement in lobbying for VOPS(K)	at IDRC	Schmidt notes
10/8/90 2 hours	Mugeto/Mwonya/Muragwe/Muthaka/Zulberti/Schmidt: joint detailed discussions of progress of Processing satellite; relationship to ATI Tanzania project; relationship to ROPPP Min. Ag./FAO/UNDP sub project. VOPS(K) to meet with the satellite project for detailed workplan discussions 22 August.	EU	Schmidt TR 4-90, and spiral notebook

10/8/90	Lugogo/Zulberti/Muthaka/Mburu/Schmidt: progress of VOPS(K) to objectives; examined options for VOPS(K) input, requested by letter to V-C from PS Min. National Planning and Development, to 2nd draft of the National Oilcrop policy paper "The Economics of Oilcrops in Kenya, and Policy Implications for ASAL Development, Foreign Exchange Savings, and Employment Creation"; the administrative protocol for satellites; EU financial system and its impact on project resources and staffing; need to improve progress with implementing MEPS; need for progress towards the VOPS(K) newsletter.	EU	Schmidt TR 4-90, and spiral notebook
16/8/90	VOPS(K) requests Ottawa literature search on Variable Levies		
	Muthaka, Mburu, Zulberti, Navarro, Schmidt: intensive review and critique of the VOPS(K) policy proposals paper.		
5/9/90	Lugogo, Muthaka, Zulberti, Schmidt: need propose PhD and 2 MSc names and institutions for the training promised by IDRC Fellowships in parallel to VOPS(K) project; what are EU procedures for selecting and binding candidates.	IDRC	Schmidt notes
1-2/10/90	Sandra Baldwin, IDRC Health Sciences, Nairobi, visits EU: VOPS(K), D V-C R&E and Home Economics to explore nutrition research and learn of EU involvement in the multi institutional Dutch-funded research, Chair of Ag. Econ. Dept., Dept. of Natural Resources on Participatory Rural Appraisal.		
23/10/90	Lugogo, Muthaka, Zulberti, Navarro, Schmidt: joint session to critique and improve the policy proposals paper; decision to 1. share the paper now with Gitu, Tench (UK advisor to planning), Short (Long Range Planning Project) to get feedback; 2. Improve the paper and distribute to 10 selected persons; 3. Convene a technical group in a meeting early November for focused comment/improvement.	at IDRC	Schmidt notes
23/11/90	Muthaka/Schmidt: joint review of core and satellite project progress. Core has nearly finalized the policy proposals paper, needs to stress data validation and MEPS application.		
2/12/90	Phil English, Bwisa, Muthaka, review of progress with satellite project		
7/2/91	Muthaka briefs Schmidt on initial feedback from Director of Planning, on VOPS(K) policy proposals paper. Commended the greater thoroughness than Min. of Planning and National Development has done.		
	Zulberti spoke with Jack Titsworth at CIDA Nairobi: the CIDA supported Long Range Planning Project puts oilseeds into the highest priority category; the subsector is in the minds of CIDA Nairobi; Titsworth indicates that both Planning and Agriculture of GofK seem interested in a potential CIDA-financed project on implementation of policy change in the oilcrops subsector. Titsworth asked for a 2-3 page outline of such a project for consideration by colleagues in Canada.		
21/3/91	At CIDA Nairobi with Chris Liebich; Muthaka, Zulberti, Navarro, Schmidt. Discussion of outline/components of a potential CIDA funded project as above.		
25/4/91	Muthaka; Zulberti, Theora, Schmidt: VOPS(K) team working on 3-4 page concept paper for phase IV; plans for policy development workshop for 31 May; Zulberti's presentation to IRRI; received 18 month work plan and organization structure for VOPS(K); team has made a breakthrough in getting the MEPS program to run, writing a introductory and users guide now		

26/5/91	Muthaka, Mburu, Theora, Zulberti, Schmidt: Intensive rehearsal of presentations by VOPS(K) to the planned 30 May workshop. Agreement over feasible objectives/outcomes of the workshop.	Norfolk Hotel	
26/8/91	Jeff Fine/Schmidt by phone: Jim Mullin's concerns that Treasury has not been captured by VOPS process; Treasury and Planning could be asked to help to define a more macro level study; Jeff advises that VOPS(K) involve Gitu and Director of Planning in Min. Planning and National Development, and consult with them more frequently.		
13/11/91	Theora/Schmidt: state of computer hardware of VOPS(K); need for clarification of the coordinator's responsibility vs. authority wrt VOPS(K) project and the satellites; flow of funds to satellites has slowed		
28/11/91	Theora/Schmidt: funds flowing o.k. now to satellites on Processing, and Industrial Organization; VOPS(K) staff meeting to take stock and plan will be 10/12.	at IDRC	Schmidt notes
30/1/92	Theora/Schmidt: received phase IV proposal draft, PCSA course draft, proposed study of "Resource Assessment"; Advisory Committee of VOPS(K) finalized and will meet shortly; several crushing companies are closing (UFUTA, a crusher in Voi, one in Nekuru; indications of much unofficial exportation of cooking fat from Kenya to neighbouring countries; briefing of Theora participation in field trip to Bungoma of the Processing satellite team	at IDRC	Schmidt notes

July 26, 1993

VOPS(K) PHASE I, II STORYLINE

DATE/DURATION	EVENT/REFERENCE	OUTPUT	CONTRIBUTION TO SECTOR	CONTRIBUTION TO INSTITUTION	CONTRIBUTION TO APPLICATION
Mid 1987	Oil Crops Development (OCD) approaches Egerton to collaborate in promotion of oilseeds.	Diploma students distribute seeds and technical advice to farmers during vacation.		Egerton interest in the subsector grows.	
Mid 1987	IDRC's Associate Director, Agricultural Economics questions IDRC's global investment in production oriented oilcrop research in light of international supply and price of edible oils.	Vigorous correspondence within IDRC among Programme Staff.			
October 1987	Programme Staff at IDRC Nairobi with help from other colleagues develop Terms of Reference to look at Kenya as a test case.	A four-stage incremental programme identified. Consultant engaged. under DAP 87-5510, Economic Feasibility of Oilseed Production, 11/87-1/88, CAD 16,400.			
Jan 1988	Consultant presents his findings to Fourth International Oil Crops Network Workshop (IDRC-supported networking project) held at Egerton University.	Paper "The Economics of Oilseed Production and Processing for Edible Oil and Protein Cake in Kenya." Deputy Director of IDRC's AFNS Division, Associate Director of Crop Production Systems participated.	Kenyan researchers present showed interest in carrying out the work to fill knowledge gaps about the Kenyan VOP system.	EU's D V-C for Research and Extension eager to develop EU capacity to coordinate and execute research activities.	Positive reception by researchers from other countries to the method and contents of the consultant's paper
Jan 1988	Egerton participates in generating a proposal for two workshops spaced a month apart, for a) subsector participants to hear the findings at the first, b) in groups to plan interdisciplinary research desired, c) to present research plans to the second workshop, d) to consolidate these into one plan and budget.	DAP 87-4792, Feb-May 1988, CAD 35,600, Egerton leading and implementing. The workshops were held 16 February and 15 March. The D V-C led and chaired both workshops. The first workshop formed seven teams who met intensively over the next four weeks. Full proposal to IDRC mid-April, with D V-C to be PI.	Key actors and stakeholders participated actively in the two workshops. Seven teams of investigators coalesced.	Sizeable number of Egerton staff participate in the process.	
May 1988	Changes at IDRC, Nairobi. Economics Programme Officer, Jeff Fine, moves to AERC, leaves IDRC staff.	Schmidt assumes main role in IDRC Nairobi for monitoring and nurturing this multi-Divisional, multi-programme activity.			

DATE/DURATION	EVENT/REFERENCE	OUTPUT	CONTRIBUTION TO SECTOR	CONTRIBUTION TO INSTITUTION	CONTRIBUTION TO APPLICATION
May-Oct 1988	Implementation begins of 88-0027, Vegetable Oil/ Protein System (Kenya), CAD 234,100.	Group meetings plan research, advised by PI and consultant and each group supported by a research assistant. Collection of primary data begins June. Coordinating Office in Nairobi operational mid-August. Field work completed by end September, analysis begins.	Subsector members participate in this diagnostic study.	EU provides leadership of the process and advocacy for sub-sector.	
June 1988	Ministry of Agriculture proposed an oilseed production and processing sub-project to be included as part of a bigger project being assembled by World Bank. Concomitant, not cause and effect from VOPS.	Consultant (part time to project) takes World Bank task (with EU blessing) to prepare with Ministry of Agriculture the Rural Oil-Protein Production and Processing Sub-project of the Rural Services Design Project.		A potential role for EU participation in the sub-project was identified.	
Aug 1988	VOPS(K) PI, Consultant, and leader of Oilseed Processing group visit Arusha to see operation of Bielenberg Ram Press, and learn about Village Oil Press Project (ATI,LWR).	EU's Agricultural Engineering develops its interest in oilseed processing.		Capacity of EU Agricultural Engineering in the processing topic is enhanced.	
End Oct 1988	Seven groups present their preliminary results to a national workshop.	Start drafting consolidated report including research and policy intervention points.			
Oct 1988	Joint IDRC/EU recognition of desirability to link VOPS(K) experience and approach with the ORN.	Contract, being conditional on future funding decisions by IDRC, discussed with consultant, but not consummated.			
Nov 1988	Ministry of Industry convened main actors in the sub-sector, key ministries, private sector to discuss problems and measures required.	PI of VOPS(K) invited to join subsequent meetings of this National Committee.	Results of the diagnostic begin to reach decision making levels	Recognition of EU services to sub-sector, demand for its contributions to knowledge emerges	
Nov 1988	Visit by IDRC Associate Director, Agric. Economics. Intensive consideration of next phase(s) in Kenya and links to the Oilseeds Research Network.	Draft reports by all seven groups ready. Agreed that Egerton propose a consolidation phase II, and pro-active phase III.			
Dec 1988	V-C of EU concerned about project being located away from campus, and concerned about too much consultant influence in project.	EU closes Nairobi coordination office, moves project fully to Njoro. Consultant, resident with family in Nairobi, will commute on pre-arranged schedule.			

DATE/DURATION	EVENT/REFERENCE	OUTPUT	CONTRIBUTION TO SECTOR	CONTRIBUTION TO INSTITUTION	CONTRIBUTION TO APPLICATION
Jan 1989	EU presents phase II proposal to IDRC				
Jan 1989 16-17	The consultant presents the VOPS(K) experience to the ORN in Hyderabad	DAP 88-4942, Oilcrop Economic Consultancy. Lugogo and Zulberti co-authored the paper.			
Jan-Mar 1989	Development of phase III proposal	Highlightin a core research and coordinating unit, several "satellite" projects aimed at the priority research intervention points identified in the diagnostic of phase I.			
Feb 1989	IDRC approval of Phase II, 88-0253, CAD 223,100 to cover February to September 1989.	Interviews begin for three research associates for project. Karenga, Muthaka, Mwakachola appointed in June.		Resources for capacity building in EU's Ag. Econ. Dept.	
Feb 1989	Consultant, leader of Rural Processing Group, IDRC PO's participate in ATI Workshop, Norfolk Hotel, on Ram Press.	Short papers presented by Mugeto and Zulberti.			
Mar 1989	The group initially convened by Ministry of Industries is formalized as the National Vegetable Oil and Protein Development Committee	PS of Industry in chair. Several meetings, specific proposals for policy change. A draft cabinet memo for sub sector improvement was circulated to that group. VOPS(K) PI was asked to help to fill information/fact gaps.	Senior government persones more aware of the need for policy change for the sub-sector.	EU is recognized as knowledgeable about sub-sector.	
	World Bank approves the multi-component Rural Services Design Project. (see June 88)	The consultant to the VOPS(K) project is hired by UNDP/WB to prepare the Project Preparation Framework for the Rural Oil-Protein Production and Processing sub-project, with EU blessing.		A major role for EU was proposed by the consultant in the framework	
April 1989	Canadian Government announces substantial cut to the official aid "envelope", which includes IDRC.	This lowered the potential budget available for phase III.			
June 1989	Budgetary restraints cause IDRC to shelve plans to develop an International Oilcrops Research Unit in Ethiopia.	IDRC decision to give the ORN an extension and supplement rather than a new phase of support. This diminished one target for VOPS(K) process results.			
Jun 1989	Kenya's Minister of Finance in 1989-90 Budget Speech includes higher duties for imported edible oil.	Government gazettes full remission on duty for importers of palm oil and tallow.			

DATE/DURATION	EVENT/REFERENCE	OUTPUT	CONTRIBUTION TO SECTOR	CONTRIBUTION TO INSTITUTION	CONTRIBUTION TO APPLICATION
	Ministry of Industry continues to develop a document to promote development of the sub-sector.				
June 1989	IDRC approves phase III. (Refer Jan-Mar 89)	89-0058, Sep '89-Sep 92, CAD 698,400, several IDRC programmes participating in funding. The consultant to provide 80, 50 and 30 days respectively during the three years, a reduction of 30 days per year on original plan. Programme staff had sought a formula and additional funds to retain the consultant full time, with the additional days devoted to services to the Oiseeds Research Network in Agricultural Economics.	100,80,50		
Jun-Sep 1989	Research Associates and Assistants focus on bringing the seven group reports to publishable state.	Technical editor involved. Research Assistants learn word processing skills, and are involved in getting the documents advanced.			
Jul 1989	Luis Navarro joins IDRC in Nairobi.	Interest in sub-sector approaches, strengthens conceptual base.			
Aug 89 14-15	Consultation at EU and visit OCD demo oilcrop plots	DV-C, VOPS(K) staff, EU teaching staff, Min Ag, RTDU, IDRC Regional Director, Navarro, Schmidt			
Sep 1989	Phase III commences			Fresh resources to continue research and advocacy	
Sep 1989 5-15	Sesame and Sunflower Subnetworks of the ORN meet in Cairo. Presentation on the Kenyan experience concentrated on the logistical and methodological issues of the integrated approach and incremental process followed in Kenya.	DAP 89-4919, CAD 8,200. "The VOP System programme: the Kenyan experience". Published in IDRC MR271e			Five of the ten countries represented at the meeting expressed interest in the Kenyan work in writing. Breeders and agronomists exposed to methods of integrated approach.
Sep 1989	AFNS Staff Meeting, Ottawa. The four AFNS Division PO's in Nairobi present an integrated programme plan. Sub-sectoral approaches are highlighted.	Agree that a Centre wide position on research support to oilcrop topic is desired. Suggestions from regional PO's in Africa, South Asia, South East Asia to be prepared.			

August 8, 1993

VOPS(K) PHASE III YEARS 1,2 STORYLINE

DATE/DURATION	EVENT/REFERENCE	OUTPUT	CONTRIBUTION TO SECTOR	CONTRIBUTION TO INSTITUTION	CONTRIBUTION TO APPLICATION
Sep 89	Egerton staff participate in University Planning Workshop	Proceedings		Set objectives for integration of training, research and extension	
Sept. 89	Karenga, Res. Associate resigns	Joins WB as local consultant to monitor Oilseed Production and Processing Project			
Oct 89 15th	Project development of Industrial Organization satellite, Fairview Hotel	Bwisa, Muthaka, Zulberti, Navarro, Phillip English, Schmidt. Decision to propose under the VOPS(K) umbrella.		Collaboration among institutions; expectations that project will provide key data for MEPS modelling	
Oct 89 25-26	Navarro/Schmidt at EU with DV-C, CZ, proposers of processing satellite.	Plan Banta visit; proposal for processing project makes progress.			
Nov 89	The VOPS(K) consultant provides IDRC and EU with an internal report, assessing.....	"Vegetable Oil/Protein Systems (VOPS): the Kenyan Experience and its Extension to the Region."			
Nov 89 16-17 th	IDRC Associate Director Gordon Banta, Navarro, Hailu, Schmidt at EU; met with CZ, DV-C, full VOPS(K) staff, satellite project proposers, Min. of Industry reps., KARI Njoro	EU set out progress of National Cttee on Oil/Protein Development; joint systematic review of progress to phase II objectives, potential need for information project			
Nov 89 19th	Visit to EU by Rockefeller Foundation, Ms. E. Biemann,	The Foundation was interested in learning about EU activities in Policy Research			
Jan 90	Satellite Project approved	Oilseed Processing 89-0231, CAD 193K, 36 months (project summary.)			
Jan 90 11th	Pat Thompson, Michael Hailu of IDRC meet Muthaka at IDRC	Identify potential of a satellite project for Information Dissemination			
Feb 90 16	Visit by IDRC/CIDA liaison (Francoise Coupal) to EU	Raised VOPS(K) and EU visibility with CIDA and IDRC headquarters.			
Mar 90 2-3	Ker, Omran, Ayiecho, Nyabundi visit coast and KARI Mtwapa	Development of satellite project Sesame (K)			

DATE/DURATION	EVENT/REFERENCE	OUTPUT	CONTRIBUTION TO SECTOR	CONTRIBUTION TO INSTITUTION	CONTRIBUTION TO APPLICATION
Mar 90	MEPS training in Vienna for Muthaka and Mwakachola	UNIDO sponsorship for the training.	Both gentlemen also participated in Kenya delegation at FAO Rome Inter governmental oilseeds Consultation	Analytical capacity acquired; Mwakachola lost soon after	
Apr 90 20 days	DAP 89-4937 Oilcrop Economic Consultancy 3. CAD 20,600. CZ to generate a paper	Jan 91. "Modelling PCS's: a commodity sub-sector approach to ag policy analysis in SSA countries."			Consolidation of concepts in integrated approach
Apr. 90	Zulberti, Schmidt Navarro thought and wrote; VOPS(K) collaborated	"The generation of a VOPS strategy for countries with low dietary fat intake."			Advice to IDRC on programming priorities to this subsector
May 90	Satellite research project approved	Industrial Organization of Vegetable Oils Sector (K), 89-0201, CAD 73K, 24 months, implemented by Kenyatta University			
June 90	Mburu joins as a Research Associate, on contract.				
June 90, Nairobi	National workshop at Panafric Hotel	Proceedings camera ready as of 7/93	Presented further characterization of subsector, stakeholders agree to help improve available data set	Stakeholder re mandate EU to continue to lead advocacy	
Mar-Jun 90	GTZ Mission to develop project on soyabean promotion; VOPS(K) provided much data, interaction, Lugogo participated in ZOPP	"Soyabean Development in Kenya: sector study and proposal." LUSO CONSULT GmbH, Hamburg.			
July 90	AGREF-led project development for regional replication	Zulberti, VOPS(K), AGREF, IDRC PO's, regularly interact			
Jul 90 Satellite research project approved	Sesame (K), 90-0071, CAD 50K, 24 months, implemented by U of Nairobi.				
Jul 90	EU administrative protocol for linking to satellite projects ready	Shared with IDRC			
August 90 9th	Oilcrops field day at EU (preceded by plot planting, planning)	Minister of Industry guest of Honour. Proceedings camera ready at 7/93	Participants included farmers and industrialists previously not so involved (widened the VOPS "membership" base)	EU's applied research work exposed to wide interest group	
Aug 90 10th	Schmidt monitorship of VOPS(K) and processing satellite progress				

DATE/DURATION	EVENT/REFERENCE	OUTPUT	CONTRIBUTION TO SECTOR	CONTRIBUTION TO INSTITUTION	CONTRIBUTION TO APPLICATION
August 90 10th	Letter to V-C from PS Min. Planning and National Development, asking VOPS(K) project to comment on a draft cabinet paper relating to the sub-sector	Lugogo/Muthaka/Mburu/Zulberti/Schmidt discuss process to obtain good input to paper: "The Economics of Oilcrops in Kenya, and Policy Implications for ASAL Development, Foreign Exchange Savings, and Employment Creation".	Collaboration of key Ministries in focusing on subsector problems	Govt. recognized that data and ideas used in paper were provided through project existence	
Sep 90	Participate in 2-day Intl. workshop on Bielenberg ram press in Nairobi.	Presentations by Mugeto, Zulberti, Muthaka. DAP Ram Press Workshop, 90-4923, CAD 49,200 supported cost of meeting and publishing of proceedings by ATI	Emphasis that rural processing can contribute substantially without requiring policy change		Need to intro and diffuse hardware in holistic way, it is a business tool, not an ag implement, impact ngo attitudes
Oct 90	VOPS(K) team begins work on policy interventions on subsector.	First draft 11 Oct. Leading to National Workshop end May 1991			
Oct 90	Deputy Commissioner, Monopolies and Prices writes to Customs and Excise, enhancing access to C&E information				
Jan 91, 1 week	ORN Steering Cttee, hosted at EU, plans evaluation of the Network(s), with greater PCSR awareness. VOPS(K) staff and satellite project leaders participate, and make a presentation	Retrospective, Log Frame agreed, roles and participants in eval. determined, time table set. VOPS(K) staff took several SC members to Sesame(K) project site Mombasa		VOPS staff exposed to Log frame process, EU benefits from exposure to the reps from South Asia, China, West Asia	
Jan 91	Year 1 Technical and financial Report submitted				
Feb 91 1 day	Geoff Hawtin, Director, IDRC's Ag Division visits EU	VOPSK future intentions discussed, many options explored			
Feb/Mar	Shalo introduced to IDRC as new Director of R&E in Division	Reviewed CIDA visit to EU, John Copeland/Jack Titworth, exploring CIDA interest in post-VOPS(K) implementation		EU had been courting CIDA attention to it, and to VOPS(K) project	
Mar 91, 1 week	APROMA (Association des produits a Marche) workshop Harare on Soyaben Utilization in region.	Muthaka co-presented Kenya situation report with Min. of Agric. Led to contact with Weingartner of INTSOY.		Led to collaboration between EU soyabean breeder and KARI later in 91.	
Apr 91 18th	VOPS(K) "April-Sept. 91 duties and responsibilities of VOPS(K) staff"	Document of work planning.			

DATE/DURATION	EVENT/REFERENCE	OUTPUT	CONTRIBUTION TO SECTOR	CONTRIBUTION TO INSTITUTION	CONTRIBUTION TO APPLICATION
April 91 IRRI	VOPS(K) consultant Zulberti presents VOPS approaches so far to IRRI ag. econ. grp	Trip not from project resources. 41 overheads/slides			
April 91	Theora, Mngongo hired as Research Associates on contract.	In anticipation Muthaka PhD trg Aug.			
May 91, 31st	National Policy Analysis workshop organized by VOPS(K); Zulberti reviewed process followed so far with key overheads. Muthaka presented the summary of paper circulated 10 weeks earlier.	Lead paper: May 1991. "Towards a Long Term Strategy for the Development of the Vegetable Oil/Protein Sub-Sector in Kenya. Egerton University, Kenya." See also the overheads produced by team for summary presentation of the paper. Proceedings of workshop will also be published.	Govt. made aware of need for progress with cabinet paper. Good debate on policy by the policy community. Serious discussion on merits and admin. of variable levy.	EU's leading role in policy analysis recognized	
May 91, 4 weeks	ESAMI training on Microcomputer data base management for info and documentation. Funded by ESAMI.	Trip report by Mngongo; applied the skills acquired in work on the Statistical Abstract Document		VOPS(K) technical capacity enhanced, and passed to research assts.	
June 91 7th	IDRC Associate Director of Post Production Systems at EU	Motivated rural proc team to develop a simple tech pack manual			
June 91, 1 week	Trade Exhibition at KICC; EU stand demonstrated the VOP subsector.	Well presented large posters useful for future such events; ram press shown	Further attention to sector attracted		
Jul 91	Visit to EU by Rockefeller VP, Frank Kerel	Discussed research results communicating			
July 91, 4 weeks	Mngongo training in Florida on FSR/E on small farms; covered by project budget.	Trip report, training notes brought back.		Capacity enhanced	
Jul 91 4th	Regional Controller of IDRC audited the project at EU	No fiscal problems identified			
July 91, 27th	Oilcrops Demonstration Field Day at a 15 acre farm, Chekalini, Kakamega	Featured the Minister of Agriculture. Demo plot was 4 acres. Proceedings near camera ready.	400 farmers participated. EU, KARI, Min Ag, OCD, KSC collaborated in organizing	Egerton was lead institution, V-V-C's from EU, Moi U were prominent	
	Richard Young from IDRC's Nutrition Unit visits VOPS(K) and the Participatory rapid appraisal project (Ayeko, Lelo)	Rapid appraisal, food security, in relation to VOPS(K) project			

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Aug. 91 18-19	IDRC VP Research and Regional Director elicited EU views on future IDRC/EU collaboration, general and specific, in light of the restructuring IDRC	Impact questions led to stronger focus by team to move from policy suggestions to concrete estimates of resource requirements to improve subsector performance--encouraged the March 92 survey; insufficient linkage by project with AERC?			
Aug 91, 23rd	Results reporting workshop from the Sesame (K) project	Proceedings of a Sesame Workshop held at Mombasa on 23 Aug, 1991. Camera ready	VOPSK asked to convene preparation of sesame extension package	Institutional collaboration demonstrated	
Aug 91, end	Muthaka begins PhD trg at U of Manitoba, from resources pledged by IDRC's Fellowship Division to complement the phase III work.	Theora assumes the role of co-ordinator			

August 8, 1993

VOPS(K) PHASE III, "YEAR 3" STORYLINE

DATE / DURATI ON	EVENT/REFERENCE	OUTPUT	CONTRIBUTION TO SECTOR	CONTRIBUTION TO INSTITUTION	CONTRIBUTION TO APPLICATION
Aug 91	AGREF signs MGC for Oilcrop Research Capacity (Regional)	CAD 424 K		Institutional collaboration	
Sep 91	PI/Schmidt interact on issue of EU staff access to methodologies, sources of info for research	Satellite existence explained, benefits for EU health related researchers through e-mail contact to ground station laid out, VOPS(K) could communicate by same e-mail within Kenya.			
Sept. 91	VOPS(K) work program focuses on establishing the newsletter as communication routine	Publication schedule, editorial policy, work assignments			
Sep 91	Early version of phase IV proposal on the table	Shows planning ahead.			
Sep 91 9th	Kenya Times Business Digest major feature	"Edible Oils: the Foreign Exchange Guzzler"			
Sep 91 24-30	Riley (retained by IDRC to advise on the future of the ORN) discusses VOPS(K) work and potential future home for the ORN with EU and others;	IBPGR, Kenya Germ Plasm Bank; AERC suggest how to enhance policy impact of VOPS(K) work, ideas passed to VOPS(K) verbally.			
Oct 91 16-18	Riley passes through after visits Zam, Tan, Eth on network future	World Bank oilseeds interest explored; briefs VOPS(K) and AGREF on region tour; visits coast Sesame(K)			
Oct. 91	VOPS(K) work begins on being able to access and apply MEPS software	Model tried on feeds industry component. Led to paper, Mburu, 1992, "MEPS application to Kenya".			
Nov. 91 10-30	Mburu learns at Survey, Experimental and other Data Analysis Training Workshop for social scientists by CIMMYT/EU	Training notes are accessible. Used knowledge to prepare for survey of March 92			
Nov 91 13th	First draft of PCSA training course outline shared with IDRC	27th, Navarro feedback			
Nov. 91	Year 2 annual report to IDRC	Financial and Technical Report			
Dec. 91	Newsletter begins	1. Dec. 91 2. May 92 3. Sep 92 Material for 2 more issues ready	Stakeholders gave feedback on content, applauded effort	VOPS(K) communication capacity enhanced	

DATE / DURATI ON	EVENT/REFERENCE	OUTPUT	CONTRIBUTION TO SECTOR	CONTRIBUTION TO INSTITUTION	CONTRIBUTION TO APPLICATION
Dec 91 2-5	Theora participates Ethiopia National Oilcrop Research Workshop	Paper: Production to Consumption Systems Research: the case of oilcrops in Kenya	Ethiopian group expressed strong interest to apply PCSR to their national subsector	EU participates in regional outreach through VOPS(K)	Introductory exposure of the biological researchers to holistic approach
Dec 91, 1 week	VOPS(K) convene residential workshop of scientists to plan the preparation of sesame extension message	Individual portions written over next months; Sesame(K) project to publish. Still in draft form as of 7/93.			
Jan 92	VOPS(K) shares revised draft of PCSA course outline with IDRC				
Jan. 92	IDRC/ VOPS(K) continue discussion on phase IV proposal				
Feb 92	G of Kenya liberalizes trading and movement of oilseeds	Gazetted.	Signals to private sector traders/transporter a fresh business opportunities		
Feb 92 12th	VOPS Advisory Committee (VAC) first convenes	Next: 9 April, 26 June, 9 October. Minutes.			
Feb. 92	IDRC decides its staff redundancies	Uncertainties about IDRC's future programme interest in VOPS(K) programme			
Mar. 92 1-31	Survey to consolidate and validate existing data bank on subsector	Survey data leads to work on 2 papers:a) "Resource Assessment for Enhanced Production and Processing of Edible Vegetable Oils in Kenya." b) "Vegetable Oils and Proteins Statistical Handbook."			
Apr. 92	IDRC begins Financial Year with programme budgets for each Regional Office, and a transition year in which project designs and applications begin to align with new programme themes still being defined.	IDRC booklet "Empowerment through Knowledge"; the conception of IDRC as an Agenda 21 institution; in-house working groups to define Divisional and Regional Office programme priorities within Centre themes; decisions have to be made which projects under development can be funded in the transition year.		VOPS(K)/EU need to understand some about these changes in order to present and relate future project intentions to these IDRC priorities.	

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Apr 92	New Vice-Chancellor appointed at EU			EU begins rethinking its perspective on its research role and on linkages between the R&E Division to teaching departments	
Apr 92 12-14	Osito Ogbu monitor visit to EU: raises concerns over core projet mgmt., and timely support to industrial organization satellite project	Ogbu trip report summarizes meeting among him, Lugogo, Theora; and second meeting which included Dr. Bwisa.			
April 92	Final proposal from EU for a 3 year phase IV	Limited Programme Finances available in the transition year preempt a three year proposal			
May 92	VOPS(K) put intensive effort to define proposal to IDRC for a one year extension and supplement	Advanced draft on the table 23 June.			
May 92	Interactions with WB consultant Dr. Sheno, advising on new inclusion of Oilcrops component in WB/GofK second phase Agricultural Sector Management Project	Dr. Sheno's overheads to wide-based group for 26 May briefing on his findings		In '93, Min. Agric. regards EU as research and training source for the project.	
May 92	VOPS(K) distribution of the research protocol for small grants	100 copies distributed to a selection from mailing list			
Jun 92 2-3	Navarro/Schmidt monitoring visit to EU				
June 92	Muthaka returns to Kenya for "summer" at project request	Work with team on refining and extracting PCSR concepts from the project experience			
June 92	25-26, Riley & IDRC PO's visit donors in Nbi to enlist participation August ORN workshop	Enlistment process continues by IDRC PO's.			
July 92 2 weeks	JICA consultant Dr.Katoh interacts with VOPSK and KARI towards joint. strategy for soyabean development	Japanese interest broadens to include wider VOP system, and interest to have EU/VOPSK jointly with KARI make a proposal for Japanese funding		Recognition for EU's broad approach to research beyond the strictly biological	
Jul 92 end	Lugogo is appointed Managing Director of the Coast Development Authority			Uncertainty for future leadership of VOPS(K) project	

DATE / DURATION	EVENT/REFERENCE	OUTPUT	CONTRIBUTION TO SECTOR	CONTRIBUTION TO INSTITUTION	CONTRIBUTION TO APPLICATION
Jul/Aug 92	Riley report on future of ORN complete, and being distributed widely	Recommendations based on VOPS(K) PCSR approach.			
Aug 92 12-14	Participation in and presentation to Oilseeds Research Network Steering Committee Meeting	"The Production to Consumption Systems Research to Agricultural Commodity Development: the Kenya Experience"			
Aug 92 2 days	Intensive interactions at EU by VOPSK and AGREF with Edwardson and Thompson of IDRC Ottawa: what direction in region and in Kenya with VOPS approaches, short and long term?	Decision that EU put further effort into development of info science "satellite" project. Proposal still hanging. Inclusion of evaluation as one key objective in extension year.			
Aug 92	VOPS(K) time extension to 30/11/92 without additional funding communicated by IDRC				
Sep 92	Gamba begins MSc at University of Manitoba	Resources pledged by IDRC's Fellowships Division in 1989 to complement phase III.		Capacity building for EU.	
Sep 92	Mary Kiiru begins MSc at University of Nairobi	Fees from IDRC's Fellowships, field research may need support from project.		Capacity building for EU.	
Sep 92, 2 weeks	VOPS(K)/EU mounted first PCSR training workshop for 8 participants seeking to apply the PCSR method in home countries	First draft of instructors notes; course outline; evaluation sheets completed by participants			2 Ugandans, 2 Zambians, 2 Tanzanians, 2 Kenyans more familiar with the method
Sep 92	Newspapers publicize severe shortage of cooking fats, and ask VOPSK for comment.	VOPS(K) paper: "Cooking Fats Out of the Shelves: a Desktop Analysis"; sent to newspapers and key govt. decision makers, also featured in Sept.92. newsletter	Highlighted existing policy constraints in subsector		
Oct 92	Decontrol of ex-factory, wholesale, and retail prices of edible oils	Gazetted	Within a week, prices of fats from palm oil rise substantially		
Oct 92	Decision to award three small research grants	20 relevant of a total of 50 applications screened			

August 1993

VOPS(K) PHASE III MOST RECENT YEAR STORYLINE

DATE/DURATION	EVENT/REFERENCE	OUTPUT	CONTRIBUTION TO SECTOR	CONTRIBUTION TO INSTITUTION	CONTRIBUTION TO APPLICATION
Dec 92 15-17	IDRC audit of project at EU. Adverse findings. Extension and Supplement approved in Ottawa; regional office defers to communicate this until fiscal issues resolved	Trip report of Regional Controller; expectations of rectified accounts by 31/1/93.		VOPS(K) activities slowed	
Dec 92 17th	VOPS(K) holds results reporting workshop of Industrial Organization Satellite	Executive Summary of draft report was predistributed; some workshop recommendations; proceedings distributed April 93.			
Dec 92	Multiparty elections preoccupy the nation.				
Jan 93	Lugogo moves to Coast Development Authority	This leaves VOPS(K) without a principal investigator		VOPS(K) activities slowed down further	
Feb 93 16-18	PTA workshop, Nairobi on PCSA and Oilcrop sector in region (partial support by 92-4101, CAD 20,000, the rest of cost from PTA)	VOPSK present paper on the Kenyan experience. PTA Proceedings of workshop; documents of PTA mandate to lead oilcrop and rural processing focus.	Provides encouragement to participant countries that holistic approach can be efficient		
Mar 93 1-2	Luis Navarro and Sarwat Salem visit EU as sequel to correspondence over audit visit	Trip reports, correspondence. Raised issue of internalizing the project within the EU institution.			
Mar 93	Phase II of a satellite approved	Sesame II (K), 92-8464, CAD 117K, 36 months, U of Nairobi implementing		Assumption that this project can thrive under EU facilitation.	
Apr 93	Isaac Rop appointed as PI; visits IDRC 15/4; verbal briefing of decisions made at Egerton	Formal letter from V-C of 14/4. Internal reorganization of VOPS(K) project at EU		Project leadership shifts from R&E Division to Agric. Econ. Dept.	
Apr 93 14th	Workshop at Jacaranda Hotel to consider fresh opportunities for subsector as result of full liberalization	Main sponsor of mtg. is ROPPP in association with VOPSK. Proceedings in draftMwKey recommendation is to form an "induwry" association	Stakeholders expect a follow up workshop in late 93 to consider actions taken in interim		
Apr 24	Theora, Mburu, Schmidt consider the draft Logical Framework of the project, desired for the evaluation.	"Log frame for a National PCSA Process."			

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May 93	The four research assistants are laid off; the others are interviewed by EU for holding against posts in relevant departments	Offers from Ag. Econ. to Mburu and Mngongo; suspension of Theora (refusal to be interviewed)	Reduced staff means reduced level of services possible.	VOPS(K) work force reduced in line with IDRC's expectations. However, the closer linking of the project to Ag. Econ. enhances chances of sustainability after donor support ends	
Jun 93	Theora and Mngongo absent.				
Jun 93 16th	Prof. Rop briefs Schmidt at IDRC in absence of Navarro of actions since mid-April	Agree on follow-up meeting at IDRC 22/6.			
Jun 93 22nd	Mburu attends steering committee of ROPPP	Progress reviewed toward KARI/ROPPP publication of manual of oilseed production technologies for Kenyan conditions.			
Jun 93 22nd	Prof. Rop, Dr. Sambili, Dr. Ouma, Mburu with Navarro (and Schmidt)	Review of actions required before IDRC can agree to extension and supplement. Review actions required jointly to facilitate the evaluation, planned for 27 Jul to 12 Aug.			
Jun 93 29th	Mburu participates in ROPPP meeting to consider consultancy report on Research-Extension linkages.	Consultant emphasizes that linkages are weak; specific recommendations were made.			
Jul 93 1st	Prof. Rop, Navarro and Schmidt at IDRC				
Jul 93 7-8th	Schmidt participates with members of Ag. Econ. Dept. to aim for completion of yr. 3 tech and fiscal reports, plan details for evaluation, develop table of contents for a project completion report and develop work plan for the extension period which will be judged to be feasible.	Sambili, Mburu, Schmidt: critique draft tech report, develop evaluation issues from ToFR's of evaluator, agree on the preparation of the 5-year "storyline." Schmidt meets Chief Accountant to reinforce need for revised financial report for year three, and reliable estimate of cash in hand as of 30/6/93. (Trip report)			
Jul 93 14-16	Mburu at IDRC with Schmidt, and Mbwika of AGRF	Progress on technical report, on "storyline", the evaluation issues organized into a useable draft.			
Jul 93 26-27	New PI, Dr. Sambili, Mburu and Schmidt intensive joint work	Finalization of "storyline", evaluation issues,			

Appendix 8.

List of References

27 July 1993

REFERENCES/REPORTS OF RELEVANCE FOR THE EVALUATION OF THE VEGETABLE OIL/PROTEIN SYSTEM (KENYA) AND ANTECEDENTS

A) BUILDING THE KNOWLEDGE BASE ABOUT THE SUBSECTOR IN KENYA AND ITS COMPONENTS.

NB. Numbered reports represent those published in the Working Paper Series, Vegetable Oil/Protein System Project. Research and Extension Division, Egerton University, P.O. Box 536, Njoro, Kenya.

1. Zulberti, C. 1988. The Economics of Oilseed Production and Processing for Edible Oil and Protein Cake in Kenya. Working Paper No. 1. (Also published in A. Omran, ed. Oilcrops: Sunflower, Linseed, and Sesame: Proceedings of the Fourth Oil Crops Network workshop held at Njoro, Kenya, 25-29 January. 1988.
2. Staff of Vegetable Oil/Protein System Programme. 1989. The Vegetable Oil/Protein System in Kenya: Project Description. Working Paper No. 2.
3. M.W.Oggema, P.O.Ayiecho, J.J.Okwirry, I.Kibuthu, T.C.Riungu, D.D.Karanja, C.N.Ng'ang'a, P.Ocholla, E.K.Ireri. 1988. Oil-Crop Production in Kenya. Working Paper no.3.
4. M.O.Odhiambo, L.M.Awiti, W.Opoto, D.G.Magwaro, J.P.G.Tuamwari. 1988. Fats and Oils Industry and Consumption in Kenya. Working Paper No.4.
5. P.Bartilol, J.M.Ottaro, S.Kambo, E.Kanyua. 1988. Kenya's Animal Feeds Industry. Working Paper No.5.
6. P.K. Karau, G.Namwamba. 1988. Milk Production, Consumption and Utilization of Vegetable Oil Cakes by Dairy Cattle. Working Paper No.6.
7. C.M.Gichohi, G.K.Kiugu, B.N.Mitaru, G.Oduho, G.W.Kareng'e, S.J.Munyua, P.N.Mbugua, M.O.Owango, R.G.Wahome. 1988. Poultry Industry in Relation to Oil-Seed Cake Utilization in Kenya. Working Paper No. 7a.
8. C.M.Gichohi, B.N.Mitaru, S.J.Munyua, R.G.Wahome. 1988. Pig Production and consumption in relation to oil-seed cake production and utilization in Kenya. Working Paper No.7b.
9. K.W.Gitu, P.M.Kireru, G.W.Kareng'e, H.N.Ommeh, E.Sambili, R.B.Muga. 1988. Kenya's Vegetable Oil/Protein System: Overview of policies and incentives. Working Paper No.8.
10. S.S.China, E.N.Mwaura, D.K.Stone, J.K.Mugeto, J.N.Mutuura, M.G. Nyambati. 1988. Rural Oilseed Processing in Kenya. Working Paper No. 9.
11. C. Zulberti, J.Lugogo. 1989. The Vegetable Oil/Protein System in Kenya: Summary

report - Phase I. Working Paper No. 10. (also published in A. Omran, ed. Oil Crops: Proceeding of the three meetings held at Pantnagar and Hyderabad, India, 1-17 January, 1989. IDRC-MR255e. Feb. 1990.

12. J. Mugeto Kamau. Bielenberg Ram Press Optimum Settings and Operating Procedures. *In* Appropriate Technology International (ATI). 1990. The Bielenberg Ram Press and Small Scale Oil Processing: Proceedings of 10-11 September 1990 workshop, Nairobi.
13. C.Zulberti, L. Navarro, J. Muthaka. The Economics of Oilseed Processing Using the Ram Press. *In* Appropriate Technology International (ATI). 1990. The Bielenberg Ram Press and Small Scale Oil Processing: Proceedings of 10-11 September 1990 workshop, Nairobi.
14. C. Zulberti, O. Schmidt, J. Mugeto. Dissemination of the Ram Press. *In* Appropriate Technology International (ATI). 1990. The Bielenberg Ram Press and Small Scale Oil Processing: Proceedings of 10-11 September 1990 workshop, Nairobi.
15. Staff of VOPS(K). 1990. Agronomic Aspects of Oil Crops Production in Kenya. Working Paper no.12. Note: Camera ready except for minor errors.
16. Staff of VOPS(K). 199?. Proceedings of a Sesame Workshop held at Mombasa on 23 August, 1991. Working paper no. 14. Note: needs substantial editing of the workshop deliberations, if it is to be a useful Proceedings. However, two technical papers which where the main presentations, could be issued on their own?
17. C. Zulberti. April 1991. The Production to Consumption System Approach to Agricultural Commodities Development: the Vegetable Oil/Protein Sub-sector in Kenya. As 41 overhead transparencies or 41 colour slides.
18. Staff of Vegetable Oil/Protein System Programme. May 1991. Towards a Long Term Strategy for the Development of the Vegetable Oil/Protein Sub-Sector in Kenya. Egerton University, Kenya. (In process of publication in VOPS Working Paper Series). Note: See also the overheads "Does Kenya need a different Strategy for its Vegetable Oils Sub-sector?" produced by team to summarize the paper which had been pre-distributed. Proceedings of workshop will also be published.
19. VOPS(K) Staff. 1992. Cooking Fats Out of the Shelves: a Desktop Analysis. Note: distributed to Director Agriculture, of Industry, Commissioner of Monopolies and Prices, other influential decision makers, to the newspapers, and featured in the September 1992 of the VOPS newsletter.
20. P.O. Ayiecho, J.O.Nyabundi. December 1992. Sesame (Kenya) Final Technical Report of phase 1. Department of Crop Science, University of Nairobi. Note: a second phase, of 3 years has been funded by IDRC.
21. Staff of VOPS(K). 1992. Resource Assessment for Enhanced Production and Processing of Edible Vegetable Oils in Kenya. Note: resulted from a survey conducted by the team; unfinished; requires further work.

22. Staff of VOPS(K). 1992. Vegetable Oils and Proteins Statistical Handbook. Note: resulted from a survey conducted by the team, and from validation efforts on existing Kenyan data; useful time series data of world oilcrops production; oilseeds production in Kenya; production of Main Cereals in world and Kenya; prices of oilseeds, cereals, edible oils and fats, palm oil; trade of principal commodities; livestock production in Kenya. Presentation and explanations could be much improved.
23. VOPS(K) Staff. 1992. Proceedings a Workshop for the Presentation of the Interim Technical Report of Industrial Organization of the Vegetable Oils Subsector, 3-P-0201. 13 pp. Note: The final version of the progress report is expected.
24. VOPS(K) Staff. 1993. Current Catalogue of all document holdings. Note: potentially the basis for a selective dissemination of information (SDI) service to specialists and generalists focusing on national VOP Systems in Eastern and Southern Africa Region, and other Third World regions.
25. VOPS(K) Staff. 1993. Up to date book of newspaper clippings on the Kenyan sub-sector since 1988.
26. Project Summaries, and interim and final technical reports of: the Divisional Activity Projects preceding, of the three phases of VOPS(K). and the three satellite projects, of the small grant recipients, of the thesis support recipients.
27. Thesis proposals and progress reports of the three post graduate candidates being supported by IDRC in conjunction with the main project: James Muthaka for PhD at University of Manitoba since September 1991, Paul Gamba for MSc at University of Manitoba since September 1992, Mary Kiiru for MSc at University of Nairobi since September 1992.

B) TO MONITOR, ASSESS, AND EVALUATE SUBSECTOR PERFORMANCE

28. Dubois, P.F., J.T. Arbulu, B. Zacharias. 1984. Metodologia de Evaluacion y Programacion de Sistemas de Produccion y Consumo. Casilla 3237, Lima 100, Peru. Tomo 1 & 2. Junta del Acuerdo de Cartagena, Paseo de la Republica 3895.
29. UNIDO. The Vegetable Oils and Fats Industry in Developing Countries: Outlook and Perspectives. Sectoral Studies Series No. 13. Volume 1.
30. UNIDO/JUNAC. 1985. A Programme for the Integrated Development of the Peruvian Oils and Fats Production/Consumption System. Sectoral Studies Series No. 19. (UNIDO/IS.569) Vienna, 14 October.
31. UNIDO. 1986. Methodology for the Assessment, Programming and Management of Production and Consumption Systems--abridged version. Sectoral Study Series No. 27. (UNIDO/IS.643) Vienna, 8 September.
32. UNIDO. 1987. Industrial Development Strategies for Fishery Systems in Developing Countries: presentation of the main results. Sectoral Studies Series No. 31, (PPD.28).

Vienna, 30 March.

33. UNIDO. 1987. Industrial Development Strategies for Fishery Systems in Developing Countries. Volume 1, Sectoral Studies Series No. 32 (PPD.30), Vienna, 3 April.
34. UNIDO. 1987. The Integration of Women in the Fisheries Industrial System. (PPD.34), Vienna, 15 May.
35. UNIDO. 1988. A Programme for the Development of the Fisheries Industrial System in the Republic of Guinea. Vienna, 5 August.
36. UNIDO/JUNAC. 1988. The Application of a Programme Approach to Technical Assistance Project Identification and Formulation. Vienna, October.
37. Mburu, Boniface. 1992. MEPS Application in Kenya: an Analysis of the Animal Feeds Industry Policy Options and opportunities. Note: Draft paper presented in August 1992 PCSR Training Course, Njoro/Nakuru, Kenya, 31 Aug. to 12 Sept., 1992. Paper needs further work, especially to expose more clearly the methodology used.

C) STAKEHOLDER MOBILIZATION/NATIONAL NETWORKING

38. Staff of VOPS(K). 1993. Proceedings of the National Workshop on Kenya's Oil/Protein System, Panafric Hotel, 26 June, 1990. Working paper no. 11. Note: almost camera ready.
39. Staff of VOPS(K). 199?. Oilcrops Demonstration Field Days held at Egerton University Main Campus on August 9, 1990 and Chekalini - Kakamega District on July 27, 1991. Working Paper no. 13. Note: Camera ready except for minor typos. Decide whether to publish.

40. Staff of Vegetable Oil/Protein System Programme. May 1991. Towards a Long Term Strategy for the Development of the Vegetable Oil/Protein Sub-Sector in Kenya. Egerton University, Kenya. (In process of publication in VOPS Working Paper Series). **Note:** See also the overheads "Does Kenya need a different Strategy for its Vegetable Oils Sub-sector?" produced by team to summarize the paper which had been pre-distributed. Proceedings of workshop will also be published.
41. VOPS(K) Staff. 1992. Cooking Fats Out of the Shelves: a Desktop Analysis. **Note:** distributed to Director Agriculture, of Industry, Commissioner of Monopolies and Prices, other influential decision makers, to the newspapers, and featured in the September 1992 of the VOPS newsletter.
42. VOPS(K) Staff. 1992. Minutes of meetings of VOPS Advisory Committee(VAC) meetings of 12 February. 9 April, 26 June and 9 October, 1992. **Note:** These reflect substantive issues raised and discussed with regard to the future of the sub-sector and its stakeholders' role in it.
43. VOPS(K) Staff. 1993. Proceedings of the Oilcrops Strategies Workshop held at Jacaranda Hotel, Nairobi, 14 April, 1993. **Note:** still in draft form.
44. VOPS(K) Staff. 1993. Current Mailing list of recipients of the VOPS Newsletter.
45. Succeeding drafts from Egerton University of a proposal to institute a Selective Dissemination of Information project under the umbrella of VOPS(K). Initially to serve Kenya, and then to expand to serve the Eastern and Southern Africa Region and perhaps others.

D) PUBLICISING PCSR BEYOND KENYA'S BOUNDARIES

46. C. Zulberti, J.Lugogo. 1989. The Vegetable Oil/Protein System in Kenya: Summary report - Phase I. Working Paper No. 10. (also published in A. Omran, ed. Oil Crops: Proceeding of the three meetings held at Pantnagar and Hyderabad, India, 1-17 January, 1989. IDRC-MR255e. Feb. 1990.)
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E) CONTRIBUTIONS TO METHODS/STRATEGY

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62. D.Paudyal, B.Mishra, M.Gautam. 1992. A Study on the Vegetable Oil and Protein System in Nepal: a Rapid Rural and Rapid Marketing Appraisal. Prepared for the National Oilseeds Research Programme, Nepal Agricultural Research Council. 248 pp. This report describes a portion of work carried out within an Oilcrops Research Project, funded by IDRC. Note: The work was influenced by awareness in Nepal of the VOPSK project, its work, and approaches.
63. Mburu, Boniface. 1992. MEPS Application in Kenya: an Analysis of the Animal Feeds Industry Policy Options and opportunities. Note: Draft paper presented in August 1992 PCSR Training Course, Njoro/Nakuru, Kenya, 31 Aug. to 12 Sept., 1992. Paper needs further work, especially to expose more clearly the methodology used.
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65. L.N. Navarro, O.G. Schmidt, C.A. Zulberti. 1992. Production to Consumption System: a Complementary Perspective for Farming Systems Research and Extension. Prepared for the Asian Farming Systems Symposium 1992, "Sustainable Agriculture: Meeting the Challenge Today", 2-5 November 1992, BMICH-Colombo, Sri Lanka. Note: PTA circulated this paper to all participants before its February 1993 workshop in Nairobi.
66. O.G. Schmidt, J. Mbwika. 1993. Logical Framework of a National PCSA Process. Working document, 3 pp.
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68. O.G. Schmidt, L. Navarro, J.Mbwika, S.Chema. 1993. Proposal for a Vegetable Oil/Protein System Improvement Network (VOPSIN) for Eastern and Southern Africa.
69. I.Minde and David Rohrbach, eds. 1993. Proceedings of a national workshop to improve policy strategies for Tanzania's Sorghum and Millet Sub-sector, Arusha, 2-5 May, 1993. Note: The research leading up to the workshop, and the workshop itself, takes a total system perspective. It used a helpful method for encouraging discussion

groups to discipline their thinking to identify priority problems, solution paths, naming the key individuals or institutions which should lead improvement interventions, linkages to other key decision makers, and identifying what policy changes were required to facilitate the solutions proposed.

70. Daniel Sellen, Wayne Howard, Ellen Goddard. 1993. Production to Consumption Systems Research: A Review of Methods and Approaches. Department of Agricultural Economics and Business, University of Guelph, Canada. Note: The report was prepared for IDRC, as one input in a process intended to lead to a PCSR Manual.
71. AGREF/IDRC. 1993. Enhancing the Oilcrops sub-sector's Contribution to Human Nutrition, the Economy and the Environment in Eastern and Southern Africa: The Vegetable Oils and Protein (Food) Sector Improvement Network (VOPSIN) for Eastern and Southern Africa. Note: A proposal submitted to IDRC, written in a form to interest other donors to participate in funding.

F) INSTITUTIONAL ASPECTS

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