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PROJECT APPRAISAL REPORT (PAR)

5 p.

1. PROJECT NO. 617-11-770-019	2. PAR FOR PERIOD: 2-1-72 TO 6-31-72	3. COUNTRY UGANDA	4. PAR SERIAL NO. 73-3
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5. PROJECT TITLE

6. PROJECT DURATION: Began FY 68 Ends FY 73	7. DATE LATEST PROP May 1971	8. DATE LATEST PIP July 1971	9. DATE PRIOR PAR 17 March 1972
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10. U.S. FUNDING	a. Cumulative Obligation Thru Prior FY: \$554,000	b. Current FY Estimated Budget: \$180,000	c. Estimated Budget to completion After Current FY: \$
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11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)

a. NAME The Institute of Public Administration, New York	b. CONTRACT, PASA OR VOL. AG. NO. Contract AID/afr-739
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I. NEW ACTIONS PROPOSED AND REQUESTED AS A RESULT OF THIS EVALUATION

A. ACTION (X)			B. LIST OF ACTIONS	C. PROPOSED ACTION COMPLETION DATE
USAID	AID/W	HOST		

XX

In view of the difficulty IPA/NY has had recently in submitting quarterly reports on time, it is recommended that AID/W suggest to IPA/NY to review its reporting procedures with the idea that the Chief-of-Party develop the reports and submit them to IPA/NY for reproduction and distribution.

Nov. 1, 1972

XX

That GOU and UIPA continue their efforts to get timely action on the part of the Public Service Commission in appointments of personnel to UIPA and the processing of participants for training overseas.

Continuous process

XX

That UIPA put forth greater efforts to have adequate housing available when expatriate officers arrive in Uganda for duty.

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D. REPLANNING REQUIRES

REVISED OR NEW: PROP PIP PRO AG PIO/T PIO/C PIO/P

E. DATE OF MISSION REVIEW

August 31, 1972

PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE

Samuel B. Fuhr

MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE

Vernon C. Johnson

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II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

A. INPUT OR ACTION AGENT CONTRACTOR, PARTICIPATING AGENCY OR VOLUNTARY AGENCY	B. PERFORMANCE AGAINST PLAN							C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (X)					
	UNSATISFACTORY		SATISFACTORY			OUTSTANDING		LOW	MEDIUM		HIGH		
	1	2	3	4	5	6	7	1	2	3	4	5	
1. Institute of Public Admin., New York					XX								XX
2.													
3.													

Comment on key factors determining rating

IPA/New York has consistently provided well qualified specialists on a timely basis. It has also been very effective in backstopping participants and commodity elements of the project. ~~If it were not~~ for delinquency in the last quarterly reports (issued by the home office) the performance rating would be outstanding.

4. PARTICIPANT TRAINING					X									X
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Comment on key factors determining rating Counterpart training under the contract has been outstanding.

Unfortunately, there have been problems within the Public Service Commission which has delayed processing of several participants for training in the U.S. However, most of these difficulties have been overcome and two participants are being processed for training in the U.S., in addition to the one who began training in January 1972. They have been placed (Harvard and Cornell) and are scheduled to depart in August 1972. (also see III - A)

5. COMMODITIES					X						X			
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Comment on key factors determining rating

Delays in delivery of commodities from the US to UIPA continue to be a problem and this inhibits full achievement of objectives in this sector of the project. Delays result from unduly long shipping time enroute from the US to the East African Port of Mombasa and from Mombasa to Kampala. These difficulties are completely beyond the control of the Contractor, UIPA or USAID. Commodities, however, are beginning to arrive and they have been well selected and utilized effectively.

6. COOPERATING COUNTRY	a. PERSONNEL					X								X
	b. OTHER			X									X	

Comment on key factors determining rating Personnel: Approximately 80% of the professional staff of UIPA

is Ugandan and the administration of the school has made arrangements for them to work closely with ~~IPA/NY contractors, off~~ and other foreign experts being provided by the UK, CIDA and others in counterpart relationships.

Other: GOU pays the base salaries of the two IPA/NY specialists and provides housing, office space and other support functions which are comparable to that provided to other expatriate officers and Senior Ugandan members of staff. GOU also provided all recurrent costs associated with the operation of UIPA including materials and supplies (with exception of the few mentioned under commodities above). However, GOU has experienced difficulty in providing housing and secretarial services on a timely and adequate basis. Nevertheless, during the period of this report GOU was able to get housing to the satisfaction of the contract team and the Mission approved the COP's request to use "other costs" component of the contract to purchase additional secretarial services on a part time basis.

7. OTHER DONORS														
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(See Next Page for Comments on Other Donors)

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

III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					END OF PROJECT
		CUMU- LATIVE PRIOR FY	CURRENT FY		FY 73	FY ____	
			TO DATE	TO END			
(Cont'd from page 3)							
Public officers in training for Post Graduate Diploma Course in Public Administration (course completion 4/73) student weeks	PLANNED	-	850	850	850		1700
	ACTUAL PERFORMANCE	-	782				
	REPLANNED			782	782		782
Public officers in training for Post Graduate Diploma Course in Business Administration. (course completion in 4/73). student weeks.	PLANNED	-	-	-	680		680
	ACTUAL PERFORMANCE	-	-				
	REPLANNED			-	-		-
Professional officers, mainly from agricultural sector in techniques. (student weeks)	PLANNED		2000	2000	3500		5500
	ACTUAL PERFORMANCE		1890				
	REPLANNED			1890	3000		4890
Foreign Service Officers training in diplomacy and management. (student weeks)	PLANNED	100	300	300	360		760
	ACTUAL PERFORMANCE	104	140				
	REPLANNED			140	240		484
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS		COMMENT: (Continued from Page 3)					
1.		Approximately eighty percent of the UIPA staff is Ugandan and increasing numbers are being trained to the Masters Degree level. UIPA is recognized and accepted as the top management institution in Uganda by Government and the					
2. Institutional Maturity		private sector. It has also developed excellent working relationships with Makerere University and is considered on a par with it. UIPA is visited regularly by top government officials and other influential citizens and is in increas-					
3.		ing demand as a management consultancy resource throughout government and private business and industry.					

1 The courses listed in III A above are included in the totals in III A on page 3, and do not represent all of the courses conducted by UIPA.

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IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged.

2. Same as in PROP? YES NO

1. Number of student weeks of training

To develop and upgrade those functions of the Uganda Institute of Public Administration which contribute to the more effective management of government operations and policy formulation and implementation.

B. 1. Conditions which will exist when above purpose is achieved.	2. Evidence to date of progress toward these conditions.
<ol style="list-style-type: none"> 1. Number of students weeks of training through seminars and special courses will total about 6000 annually and will reach a total of over 26,000 by the end of project. 2. Capacity to provide consultancy services of about 15 man months per year by end of project. 3. Production of Modular Packages and Case studies will approximate 40 per year at end of the project. 4. The number of volumes and/or documents in the library will total about 10,000 at end of project. 5. Diploma Course in public administration established. 6. UIPA staff development: twelve Ugandans trained to the Masters' Degree level in the USA with emphasis on Management. 	<ol style="list-style-type: none"> 1. Training now being conducted at the rate of approximately 6000 student weeks per year. 2. Consultancy services now being provided at the rate of about 10 man months per year. 3. Case studies are currently being produced at the rate of about 25 per year. 4. About 6,000 books, documents and publications are presently in the library. Word has also been received that some outstanding shipments are at the Mombasa Port. 5. Twenty-three officers completed the diploma course in March 1972 and sixteen are currently enrolled in the course which begins in July 1972. 6. Four participants trained and returned. Three are currently in training. Two are scheduled to depart in August 1972 and three during CY 1973. Two participants are due to return in July 1972. 7. The returned participants receive intensive training in re-orientation and in adapting their skills and knowledge gained abroad to the situation and conditions in Uganda.

V. PROGRAMMING GOAL

A. Statement of Programming Goal

To develop in Uganda a Civil Service Corps, public and private officers capable of managing efficiently; a) administration and execution of policy and b) functions that contribute to the formulation of sound social and economic policies.

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

Training of management personnel is the main function of UIPA. From 1970 through June 30, 1972, 4,281 persons, primarily government employees have received training for a total of 16,100 man weeks of training. It is estimated that by June 30, 1973 approximately 6,500 individuals will have received training totaling over 20,000 student weeks. This is a significant number and improved management and administrative techniques and policy implementation are observable, particularly at the middle level where officers generally lacked many of the most elementary skills in administration at the district, regional offices and local governmental authorities, cooperative and governmental corporations.

However, the main purpose of the project is the institutionalization of UIPA into an effective and on-going concern which has the capacity to meet the needs of Uganda in this vital area. Progress toward this purpose is steadily being achieved.

11. 7. Continued: Comment on key factors determining rating of Other Donors Activities of the donors listed below are complementary to the AID effort and contribute directly to the success of the project:
 a) Assistance to UIPA by the UK, and the Commonwealth Secretariat is substantial in terms of essential basic professional staff; b) UNDP assists in upgrading local authority capabilities through inservice training programs and correspondence courses, fellowships and experts in local government, c) Rockefeller Foundation contributes to the UIPA/Makerere courses and the Ford Foundation contributes directly to the Diploma courses in Business Administration, which IPA/NY experts negotiated and made possible. IPA/NY experts also negotiated for CIDA assistance for UIPA research. A great deal of donor aid would not have been forthcoming without AID/IPA-New York inputs

III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					
		CUMULATIVE PRIOR FY	CURRENT FY		FY 73	FY 74	END OF PROJECT
			TO DATE	TO END			
Man weeks of training conducted through special courses and seminars.	PLANNED	14,625	16,300	16,300	21,786		21,786
	ACTUAL PERFORMANCE	14,625	20,134				
	REPLANNED			20,134	26,000		26,000
U.S. trained to the Master's degree level	PLANNED	4	4	4	4	4 8	12
	ACTUAL PERFORMANCE	4	4				
	REPLANNED						
Development of modular packages of case studies	PLANNED	29	43	43	117		117
	ACTUAL PERFORMANCE	29	26				
	REPLANNED			26	30		85
Development of library and research facilities (volumes and publications).	PLANNED	5,000	1000	1000	4000		10000
	ACTUAL PERFORMANCE						
	REPLANNED						
(Continued on page 3-A)							
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS		COMMENT:					
1. IMPROVED TOP MANAGEMENT ATTITUDES AND TECHNIQUES.		Changes in attitudes toward management and management techniques in GOU at top levels are evidenced by the increasing number of requests by Government and Government Corporations to UIPA for special courses for their middle and top level managers and administrators and willingness					
2.		COMMENT: to accept and support innovations proposed by these trainees in their subject areas. The total number of student weeks of such courses offered increased from 4,900 during FY 1971 to 5500 during FY 1972. This represents a thirteen percent increase/3% about the maximum amount possible without and					
		COMMENT: additional staff and physical facilities.					

(Continued on Page 3-A)

1 Although the project ends in June 1973, participants will be returning during FY 1974 and into FY 1975.