

PROJECT APPRAISAL REPORT (PAR)

Sp.

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1. PROJECT NO. 621-11-720-052 094		2. PAR FOR PERIOD: July 1, 1969 to Aug. 31, 1971		3. COUNTRY Tanzania		4. PAR SERIAL NO. 72-1	
5. PROJECT TITLE Public Service Staff Support, entitled Management and Engineering Services since July 1, 1969 (See Note 1 Page 1)							
6. PROJECT DURATION: Began FY 64 Ends FY 69		7. DATE LATEST PROP None		8. DATE LATEST PIP None		9. DATE PRIOR PAR June 30, 1969	
10. U.S. FUNDING		a. Cumulative Obligation Thru Prior FY: \$ 1,752,000		b. Current FY Estimated Budget: \$ 0		c. Estimated Budget to completion After Current FY: \$ 0	
11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)							
a. NAME				b. CONTRACT, PASA OR VOL. AG. NO.			
Council of International Progress in Management				AID/csd-446			
Public Administration Service				AID/afr-475			

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		
			<p>In 1969 Project 051 was phased out and a PAR was submitted to AID/W on June 30, 1969, which stated that OPEX technicians on-board or still under recruitment would be assigned to restructured projects in accordance with M.O. 1301.1.</p> <p>Note: This PAR will not repeat the information contained in the PAR for the period ending June 30, 1969 but will address itself only to those activities and/or recruitments pending since Project 051 was phased out. It does not include 2 engineer positions being recruited under the Management and Engineering Services Project.</p> <p>With the above in mind the following new actions are recommended as a result of this evaluation.</p>	
	X		1) For future projects it is recommended that as part of the PPOP approval, AID/W Desk reviews the recruitment requirements within the PPOPs and ascertains that AID/W Contract staff and subsidiary contractors are capable of providing qualified candidates as soon as the PPOP is approved.	
	X		2) That AID/W Desk be responsible for monthly reporting to the USAID on status of recruitments.	
	X		3) That AID/W Audit Office reviews contractor performance in the U.S. and,	
	X		4) That all contractors be required to submit, on an accrued accounting basis, monthly reports to AID/W and	

D. REPLANNING REQUIRES <u>The Mission.</u>		E. DATE OF MISSION REVIEW					
REVISED OR NEW:	<input type="checkbox"/> PROP	<input type="checkbox"/> PIP	<input type="checkbox"/> PRO AG	<input type="checkbox"/> PIO/T	<input type="checkbox"/> PIO/C	<input type="checkbox"/> PIO/P	September 18, 1971
PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE			MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE				
Dr. Frederick E. Nachmer, Jr. 9/18/71			Mr. Charles D. Ward (Acting) 1/2/71				

**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			OUT-STANDING		LOW	MEDIUM		HIGH		
	1	2	3	4	5	6	7	1	2	3	4	5	
1. P.A.S.					X								X
2. C.I.P.N.		X											X
3.													

Comment on key factors determining rating

Four Management Services Officers were to be recruited under this Project. PIO/T 70069 was forwarded to AID/W in September, 1967 requesting recruitment of two of the four officers. Project Manager made monthly requests to AID/W for information re recruitment in 1968 and 1969 and personal requests for more expeditious actions while on TDY in 1967 and on Home Leave in 1968.

In June 1969 a second PIO/T 90037 was issued requesting two additional Management Services Officers. In August 1969 AID/W advised that an amendment was to be issued to CIPM Task Order to enable all four Management Services Officers to be grouped on a

(Contd.)

4. PARTICIPANT TRAINING					X									X
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Comment on key factors determining rating

Participants either have, are being, or will receive, on-the-job and U.S. training to replace all U.S. technicians under the Project.

5. COMMODITIES														
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Comment on key factors determining rating

N.A.

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

Comment on key factors determining rating

The Tanzanian Government has fulfilled its commitment to provide housing and logistic support for the OPEX officers and has provided replacement training as required under this project. Good use is being made of the skills of the OPEX officers on board.

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

**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			OUT-STANDING		LOW		MEDIUM		HIGH
	1	2	3	4	5	6	7	1	2	3	4	5
1.												
2.												
3.												

Comment on key factors determining rating

separate PIO/T. On March 4, 1970, the USAID forwarded a Check List of AID/W actions overdue. The USAID pointed out that the recruitments under PIO/T 70069 had been pending longer than two years and the recruitments under PIO/T 90037 had been pending nine months.

One Management Services Officer arrived in Tanzania July 9, 1970. One position was cancelled by TANGOV after the TANGOV had recruited a specialist from Japan. A second Management Services Officer arrived May 22, 1971 and a third June 25, 1971.

4. PARTICIPANT TRAINING	1	2	3	4	5	6	7	1	2	3	4	5
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Comment on key factors determining rating

5. COMMODITIES	1	2	3	4	5	6	7	1	2	3	4	5
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Comment on key factors determining rating

6. COOPERATING COUNTRY	a. PERSONNEL	1	2	3	4	5	6	7	1	2	3	4	5
	b. OTHER												

Comment on key factors determining rating

7. OTHER DONORS	1	2	3	4	5	6	7	1	2	3	4	5
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(See Next Page for Comments on Other Donors)

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

Japan and Sweden responded promptly to Central Establishments' request to supply Organization and Job Analysts for the Management Services Section.

III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					END OF PROJECT
		CUMULATIVE PRIOR FY	CURRENT FY 72		73	74	
			TO DATE	TO END	FY ____	FY ____	
1) Replacement of U.S. technicians provided under this project in key positions in Development-centered Ministries by Tanzanian citizens trained in the U.S. under this or subsequent projects or who have received on-the-job training by the U.S.-supplied technicians under this project.	PLANNED	30	-	-	-	-	30
	ACTUAL PERFORMANCE	17	-				
	REPLANNED			3	3	-	23 1)
	PLANNED	-	-	-	-	-	-
	ACTUAL PERFORMANCE	-	-				
	REPLANNED			-	-	-	-
2) Tanzanians who received U.S. training under this project assume key positions in development-centered Ministries.	PLANNED	-	-	-	-	-	-
	ACTUAL PERFORMANCE	3	-				
	REPLANNED			-	-	-	3
	PLANNED	-	-	-	-	-	-
	ACTUAL PERFORMANCE	-	-				
	REPLANNED			-	-	-	-
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS	COMMENT: Thirty U.S. technical personnel will have been provided to fill key positions in the Ministries of Agriculture and Co-operatives; Communications, Transport and Labour; Water Development and Power, and in Central Establishments, while Tanzanians will have received on-the-job and U.S.-training to replace the U.S. technicians and to fill other key positions in these Ministries.						
Vital development-centered Ministries will function more effectively, with more Tanzanian citizens holding key official positions within the Ministries.							
3.	COMMENT:						

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IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged.

2. Same as in PROP?  YES  NO

To assist the GOT meet its high-level Management and Engineering manpower requirements necessary for implementation of essential services and projects set forth in the Second Five-Year Plan by providing U.S. personnel in key manpower positions and by training Tanzanian citizens to replace them.

1) A FROP was not prepared for this project.

B. 1. Conditions which will exist when above purpose is achieved.

1) Central Establishments (Center of Government civil service responsibilities under the Office of the 2nd Vice President) will have key staff members trained to perform sound management services for the Government.

2) Treasury will have a competent Tanzanian as Director of Computer Services.

3) Key positions previously held by expatriates in central development ministries will be filled by competent Tanzanians trained under this project.

2. Evidence to date of progress toward these conditions.

1) Originally USAID planned to provide 4 technicians. Due to slowness in recruitment, this dropped to three. All three were on board by June 30, 1971, and Tanzanians are being or will be provided under the successor to this project to replace them.

2) The USAID-supplied technician for this post departed May 5, 1971, and a competent Tanzanian trained under this project has replaced him in the position.

3) In the period 6/30/69 - 8/31/71 covered by this PAR the USAID provided a total of 12 technicians to the Ministries of Communications, Transport and Labour; Agriculture and Cooperatives; and Water Development and Power. Two of these technicians remain as of 8/31/71, but will have completed their assignments by the end of October, 1971. Tanzanian replacements have or are receiving on-the-job or U.S. training for all 12 of the positions.

V. PROGRAMMING GOAL

A. Statement of Programming Goal

To assist in upgrading Tanzanian manpower resources to fill high-level positions which significantly influence the long-range development efforts of the Government.

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

Achievement of the project purpose will make a significant contribution to the programming goal. A total of 23 Tanzanians will have received training to replace U.S. technicians in key positions in Ministries which are crucial to the development efforts of the country. In addition, many Tanzanians will have been the beneficiaries of valuable on-the-job training experiences provided by the U.S. technicians. Given the dire scarcity of qualified Tanzanian personnel in such positions in addition to the departure of large numbers of expatriate personnel in official positions, such an input provides significant assistance to the Nation's efforts to bring about accelerated development with personnel of Tanzanian citizenship.