

AIRGRAM

DEPARTMENT OF STATE

6250905 (3)

PD-AAB-729-D1

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FROM - RDO/Yaounde

see auth 3/25/76

DATE SENT

Dec 19, 1974

SUBJECT: ~~Rev~~ Revised PROP - Center for Project Design and Management:
625-905

REFERENCE - STATE 262417

1. The revised PROP for the Center for Project Design and Management is being forwarded as an attachment to this airgram. This revised PROP is the result of a review and discussions carried out by RDO/Y with Mr. Fernand Vincent, Secretary General of PAID and Mr. Benoit Atangana, Director of the Center.
2. This revised document ~~incorporates~~ incorporates changes in staffing for the Center and revises the schedule of seminars and orientation sessions to be undertaken during FYs 74 and 75 in the light of our experience. Two three-week specialized seminars are scheduled for the balance of FY 75. One is to be held in Bamako in February 1975; the second in Brazzaville in May 1975. The next general seminar is scheduled for Abidjan during the first quarter of FY 76.
3. While Mr. Kochring, RDO/Yaounde, was present at some of the preliminary discussions connected with the PROP revision, he has not seen the revised document. AID/W may wish to discuss the PROP with him during his TDY in Washington in early January.

MOORE

Bring Down 28764/65

DRAFTED BY LABoory:hf	OFFICE RDO/Yaounde	PHONE NO.	DATE Dec 19, 1974	APPROVED BY ARDO/AMFell	PAGE 1 OF 1
AID AND OTHER CLEARANCES					

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REVISED TRUF

TRAINING FOR PROJECT DESIGN AND MANAGEMENT

A. THE PROJECT GOAL

1. Goal Statement

This project is designed to strengthen the capabilities of African governments and regional organizations for project development. The goal is to increase the volume of well-designed and effectively implemented development projects and the level of development investment.

2. Measurement of Goal Achievements

Increased investment and implementation of development projects in the area, ie: an increase of obligation and expenditure rates for development budgets.

3. Assumptions about Goal Achievements

The current political and bureaucratic structures of governments and regional organizations are uneven throughout the area, but generally in favor of Africanization and self-reliance of project responsibilities held in large part by foreigners, either direct-hire or services provided by donor organizations. The assumption is that participating countries and regional organizations will not significantly alter their administrative structures nor their views in a manner which would impede the African officials in using their new capabilities for project design, implementation and management.

B. STATEMENT OF PROJECT PURPOSE

1. Purpose

The purpose of this project is to develop a continuing capability to provide technical training to personnel in project design, implementation and management for cadres who are now serving or will serve in develop project-related jobs.

Trainees will be selected from governments, parastatal bodies and regional organizations throughout Africa. As the project progresses, the numbers being trained should increase. When the project terminates, there should be a built-in capability for both execution of general and specialized project function tasks and an institutional capability to continue training in project design, implementation and management.

2. End of Project Status

There will have been established an institutional base within the Pan African Institute for Development (PAID) for administering and conducting training courses in project design, implementation and management for regional institutions in Africa. This institution, the Training Center for Project Management (CPM) will service requests primarily from governments, parastatal bodies and regional organizations, either to provide training

for or help structure training courses similar to those proposed by this project. A unique feature of this institutional base will be its associations and linkages developed with academic institutions throughout Africa and in headquarter countries of donor organizations.

- b. Seminar graduates will have been placed in positions of responsibility for the variety of project development tasks, and governments, parastatal bodies and regional organizations will be using seminar-trained personnel for a number of critically important development project priorities:
 1. Producing project designs, with national and regional priorities, which are appropriate for domestic or external financing.
 2. Resolving on-going project problems of design and implementation and identifying core development problems of national or regional interest.
 3. Managing all aspects of the project development process, from identification through design, execution, control and evaluation of projects, as well as integration of projects with national plans and budgeting of resources. This management, with the understanding of the entire system of project development should be visible in the more efficient and rapid implementation of on-going and new projects.
 4. Responding to external donor suggestions for development activities with better judgement of the value of anticipated inputs and their integration with national priorities and project plans.

3. Important Assumptions Related to Purpose

- a. There are two major assumptions related to achievement of the purpose of this project: participating governments, parastatal bodies and regional organizations will (1) make good use of the FAID institutional base to further training opportunities of employees responsible for designing and implementing development projects, and (2) make increasing demands on their staffs to perform the functions for which they were trained.

C. PROJECT OUTPUTS (by the end of FY 75)

1. Outputs

- a. The Center (CPM), located within the organizational structure of FAID, will organize and conduct seminars throughout the Africa region, develop a library of training materials and aids, recruit instructors to teach specialized subjects, arrange logistic and administrative support of seminars, coordinate with other donors and institutions, provide necessary follow-up and evaluation, and establish criteria for development of courses and trainee selection for seminars.
- b. Most Center staff will be in place and trained and an Assistant Director selected.
- c. Two general seminars training approximately 100 African staff personnel in the attitudes and skills of the project development processes will have been completed. Instruction will include economic and financial analysis of projects; data collection and marketing studies, statistics

and probabilities, accounting and financial management, simulations and risk analysis, etc. Pedagogical techniques will include lecturing, group discussions, special task exercises, case studies, field trips, etc., with strong emphasis on the project requirements within the African development environment. These general seminars will be followed by special courses in the various areas covered, such as financial and economic analysis including cost benefit analysis, use of PERT and Gantt charts, data synthesis, etc.; plus preparations for a final seminar for actual case project development.

- d. At least 24 consultant/instructors will have been identified and used as instructors, and 5 will have received participant training.
- e. Evaluations will have been performed for each seminar and the results used to improve training course content and/or means of implementing seminars.

2. Means of Verification

- a. Center, PAID records
- b. AID records
- c. Evaluation reports by Center, PAID records

3. Basic Assumption Regarding Outputs

- a. PAID will agree to act as the sponsor of the Center:

The project has been thoroughly discussed with PAID officials; PAID and the RDO/Yaounde have agreed on a Grant Agreement which includes PAID undertaking provisions of organizational response.

- b. PAID can identify potential competent local staff for the Center and will assign them to the project.
- c. Cooperating countries, regional and international organizations, institutions and other donors will provide part-time instructors: During the two trial seminars held in the project design stage, part-time instructors were released by government and other organizations and institutions, who have stated their interest in continuing to do so.
- d. Other donors will actively cooperate: discussions with such donor organizations as IBRD (and its Economic Development Institute), ECA, UNDP and PAC, and African institutions such as IDEP, CCAM, CEEAC and CAPRAD, have indicated their strong desire to enter into effective coordination in project design and management training.
- e. Governments and Regional Organizations will select appropriate personnel for training: during the trial seminars, governments did select appropriate trainees and have indicated that they have additional personnel for whom they desire training.

D. PROJECT INPUTS

1. Inputs

a. AID

- (1) Personnel
- (2) Commodities
- (3) Participant training
- (4) Other Costs

b. Cooperating countries/regional organizations

- (1) Contributions in cash or in-kind for seminar conduct
- (2) Trainee selection on the basis of criteria established by the Center

c. Other Donors

- (1) Consultants/lecturers
- (2) Library and teaching materials

2. Project Inputs and Implementation Schedule

<u>Inputs</u>	<u>Magnitude inputs(2 yrs)</u>	<u>Delivery Dates</u>
(1) <u>Personnel:</u> (a) U.S. Contract Consultants	\$ 84,000	Jan. 74
(2) <u>Personnel; Local Hire:</u> (a) Center Director (b) Assistant Director (c) Two lecturers (d) Administrative Assistant (e) Bilingual Secretary (f) Typist	186,000	Jan. 74
(3) <u>Commodities: equipment, supplies, teaching materials</u>	20,000	July/Dec 74
(4) <u>Participant Training:</u> (a) Four U.S. short-term (b) Four Africa short-term	42,000	Begin FY 74
(5) <u>Other Direct Costs:</u> (a) Seminars/orientations (b) Center Operations (c) logistic contingencies (d) Special programs support	308,000	Begin Oct. 73

3. Basic Assumptions Regarding Inputs

- a. AID can provide technically and linguistically competent consultant personnel to assist the Center in implementing its seminar program.
- b. PAID will provide the use of equipment and materials needed for immediate implementation of the project until commodities arrive.
- c. Host governments and regional organizations will see the value of releasing instructors for participant training.
- d. Cost of the seminar conduct over a period of time will increasingly be absorbed by the host governments and regional organizations.
- e. High priority will continue to be assigned to project design and management training by host governments and regional organizations in Africa.

E. RATIONALE

1. AID and other donors for some time have been concerned with (a) the lack of projects forthcoming from African governments and regional organizations for donor investments, and (b) the slowness of draw-downs of available funding for development activities. It is generally agreed that the rate of development in Africa is related to the above concerns.
2. AFR/CWR proposed a "Middle Level Management Training Program" to Congress in FY 1971. The project proposed short-term practical training sessions in Africa for African officials of national ministries and regional organizations. Implementation was to be based on the findings of a survey of potential participating countries, regional organizations, institutions and other donor groups.
3. The survey was undertaken in the fall of 1971. The report, "Training in the Techniques of Project Design and Project Execution" was issued on March 20, 1972. The survey team concluded that the above concepts and training approach were valid and identified the core problem: lack of sufficient African manpower skilled in the functions of project design and execution.
 - a. "In the final analysis, plans, programs, goals and national priorities must come to the level of a project, concrete, well-prepared and well-presented if they are to be brought about."
 - b. "The key problem is the shortage of trained staff: There are not enough people to carry out the necessary tasks, and many officials lack the training that would enable them to perform effectively."
 - c. "Africans and representatives of donor organizations active in the area welcomed the idea of such a program, and indicated their willingness to cooperate."

The survey report recommended:

a. "Series of short seminars...."

--as practical as possible, drawing on actual projects and situations and enabling participants to build on their previous work experience --national or regional in scope

--on general project techniques and (seminars) that would specialize on a particular subject or sector

b. close cooperation with national and regional training institutions... (which) might undertake to sponsor individual seminars or groups of seminars

c. designation of participants... at a national level... from the perspective of the organization as a whole, considering the functions and needs of the target group as an integral part of the organization or process (ie: the middle-level designation was not useful in determining the target group).

d. selection of materials, projects and problems to be used in training ... might be directed by African governments.

e. continuous coordination with on-going training programs and with activities of other groups.

f. adapt existing institutions to the needs and problems that confront Africa today, and---develop special programs that meet the immediate needs these countries face.

g. consultants from an African-based institution or associated with the implementing organization... to visit participants and their superior after seminars to assist them in putting into practice what they have learned... and to advise on further training activities or other means to improve individual organizational performance.

h. continuous evaluation and modification of the program in accordance with ideas expressed by participating governments and organizations, taking into account evaluation by trainers and participants in seminars.

i. ideally, an African institution active throughout the region would undertake to participate the overall program, thus ensuring continuous input of ideas and evaluation.

4.

The mechanics of implementing this complex set of tasks, keeping up the momentum of African and other donor interest and involvement, would be facilitated by two preliminary activities suggested by the survey report: a conference of African and other donor representatives and a test regional seminar in Cameroon. Both activities were subsequently held in the summer of 1972.

- a. The 3-day conference, hosted by IDEP (Institute for Development and Economic Planning) in Dakar, drew representatives of 15 national and one regional organization, with observers from governments, three African and one Canadian training institutions, and six donor groups, including the U.S. (AID and Peace Corps).

The conferees recommended that participants be selected on the basis of their functional relationship to the project development processes--- not on the basis of their bureaucratic or educational level; the majority would be "intermediate" level. They also recommended that training formats be flexible to make best use of local project cases and problems. They asked for brief orientations for top-level personnel and selected sponsors.

- b. The six-week Yaounde seminar drew about 50 trainees, which included about a half-dozen self-sponsored observers from five countries: Chad, Central African Republic, Congo, Gabon and the host country, Cameroon. Sponsors were the Cameroon Ministry of Plan and OCAM (Communal Organization of African and Malagasy Republics). FASA (Federal Advanced School of Agriculture) was the executing agency. PAID (Pan African Institute for Development) provided two instructors. The core instructional staff included four AID-contracted personnel; two on personnel services contracts and two funded under the TA/DA Vanderbilt University contract. A "teaching manual" was specially prepared by the instructional team: case studies and field trips were organized by the Cameroon government. Part-time instructor/experts were selected from local ministries, FASA, UNDP, and other organizations in the area. Using questionnaires and interviews, the whole was evaluated by an AID/W training/evaluation expert, whose report stated the following analytic findings:

1. that the seminar was "well-conceived...pertinent to the needs of participants and rather well-received by them...met in large part the expectations of sponsors and host institutions...structure, content, teaching techniques and aids could be used as bases for follow-up in the Yaounde area and...other CWR areas...."
2. "A great many lessons were learned about logistic problems, participant selection, host/sponsor/donor relationships, institutional capabilities..."

The evaluation report recommended:

1. "Revision of the PROP (submitted first in July 1972)..." to remove the focus on middle-level manpower..."
2. "proceed with series of seminars in the countries and regions..."
3. "conduct a follow-up evaluation of the Yaounde seminar within 12-18 months...(to determine) the long-term effectiveness of the seminar." The report suggested "cross-training of persons" from one area to another in the CWR region and "U.S. training in similar seminars conducted by AID and the U.S. Dept. of Agriculture, as well as special evaluation training for selected instructors".

5. The participants and sponsors of the Yaounde seminar were almost unanimous in their expressed desire for a follow-on seminar within a few months on special fields as cost/benefit and financial analysis of projects. The interim period would provide trainees with a test of their seminar training. The follow-on seminar was arranged for Bangui in January 1973. OCAM was co-sponsor with AID, and PAID was the executing agency. Instructors included one under AID contract, a PAID instructor and one from the Cameroon Ministry of Plan, all of whom had participated in the Yaounde seminar. Similar techniques of evaluation were used and performed by the same AID/W evaluation expert.

The findings confirmed the success of the seminar in Yaounde---those formerly trained had used their newly-acquired techniques on the job and in teaching others as directed by their host ministries. The evaluation also showed the Bangui seminar to have been a success, "this is so despite the difficulties encountered and the problems attendant the beginning of the seminar."

In summary, the Bangui experience illustrated that seminars held in different surroundings would encounter uniquely different problems mainly in terms of funding constraints, "time, political or other considerations and the governments willingness to cooperate with international and regional organizations and training institutions." The report recommended that a steering committee be formed of sponsoring and participating organizations for each seminar.

6. In early January 1973, just prior to the Bangui seminar, a Staff Review of the revised Project Proposal Paper for this project was held in AID/W. It was concluded that:
 - a. The project should have a firm budget for two years only, with estimates for life-of-project costs.
 - b. An evaluation component, more broadly conceived, should be built-in to provide constant feed-back for review and modification of the project design and to provide the basis for a general review of project progress at the end of the first two years to determine future course of action and funding requirements.
 - c. The project name and number should be changed and the definition of "middle-level" for the target group be deleted.
 - d. Some form of ensuring the continuation of training should be evident in the project design, either as a form of institution-building or institutionalization of the concepts and techniques.
7. This final proposal has resolved the majority of administrative/logistic/pedagogical concerns through its incorporation of the funding for the establishment of an Africa-based Center for Project Management(CPM)within the Pan African Institute for Development in Cameroon. PAID is an international institution noted for its training of middle-level civil servants from throughout Africa, primarily in the field of rural development. PAID is willing to cooperate, has now evidenced its capabilities in teaching and coordinating project design and management training as the result of experience in two seminars.

The Center's functions will be:

- a. Essentially as executing agency for all seminars.
- b. Coordinating communications and arrangements and providing administrative, logistic and pedagogical backstopping for seminars.
- c. Collecting and developing training materials, particularly project and case studies from participating countries, other donor dossiers and training aids applicable in the African context.
- d. Providing trainee follow-up, including involvement in evaluation of on-job performance related to training needs, and assistance to trainees seeking further training in related fields.
- e. Providing trainer identification and follow-up including processing and coordination of advanced U.S. or Africa training through AID or other sponsored programs.

The Center's director will be a well-qualified African. He will work with the Center staff, RDOs and local host/sponsors on arrangements and requirements of each seminar.

F. COURSE OF ACTION

In the first two years, the major components of implementation will be:

1. Grant Agreements -- with PAID
-- with cooperating host/sponsors of individual seminars
2. Personnel -- U.S. contract consultants
-- Local staff of Center:
 - a. Director
 - b. Assistant Director
 - c. Two lecturers
 - d. Administrative Assistant
 - e. Bilingual Secretary
 - f. Typist
3. Commodities -- AID-financed in support of the Center and seminars
-- PAID-provided(certain audio-visual equipment)
4. Participants -- About five selected for short-term training in U.S. or Africa
5. Seminars -- Four general, six follow-on, plus two orientation sessions for top-level personnel over the two-year period

No. of Project: _____
 Approved By: _____
 Total Cost: _____
 Date Prepared: _____

PROJECT DESIGN SUMMARY
 LOGICAL FRAMEWORK

Project Title: Training for Project Design and Management - 625-11-790-905

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><u>Inputs</u></p> <p><u>AID</u></p> <p>1. Personnel: Contract consultants</p> <p>2. Commodities</p> <p>3. Participant Training</p> <p>4. Other Direct Costs: Seminars Operations of Center</p> <p><u>Cooperating Countries/Regional Organizations</u></p> <p>Contributions in cash or kind for conduct of seminars</p> <p><u>Other Donors</u></p> <p>Consultants</p> <p>Library and teaching materials</p>	<p><u>Implementation Target (Type and Quantity)</u></p> <p>1. Contract consultants, 9 man-months</p> <p>2. Audio-visual equipment, furnishings, teaching materials, supplies</p> <p>3. Selected short-term trainees in U.S. or Africa, beginning FY 74</p> <p>4. a. Transportation, per diem, local instructors, certain administrative/logistic costs, beginning with first seminar b. Support of Center's operations for 2 years beginning Sept. 1973</p> <p><u>Cooperating Countries/Regional Orgs.</u></p> <p>In-country transportations, lodging, conference facilities, office space, support staff, etc., as agreed, beginning with preparation of 1st seminar in FY 74.</p> <p><u>Other Donors</u></p> <p>Consultants for development, preparation materials, also part-time instructors as needed. Collections of materials made available to Center. Beginning immediately.</p>	<p>1. AID and Center's records.</p> <p>2. Evaluation reports.</p> <p>3. Observation and on-site inspections.</p>	<p><u>Assumption for providing inputs</u></p> <p>1. AID can provide technicians and linguistically qualified personnel expeditiously.</p> <p>2. PAID will provide their equipment and materials until project commodities arrive.</p> <p>3. Host governments and regional organizations will release instructors for participant training.</p> <p>4. Host governments and regional organizations will pick up increasingly the costs of conducting seminars over a period of time.</p> <p>5. Host governments and regional organizations will continue to assign high priority to project design, implementation and management training.</p>

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PROJECT DESIGN SUMMARY
 LOGICAL FRAMEWORK

Project Title: Training for Project Design and Management - 625-11-790-905

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	INTERIM ASSUMPTIONS
<p><u>Outputs</u></p> <p>1. Establishment of a Center for Project Management at the Pan-African Institute for Development, Cameroon.</p> <p>2. General seminars, follow-on specialized seminars and orientation sessions will have been organized and conducted by the Center.</p> <p>3. An active roster of specialist instructors will be available to teach at seminars and some will have received participant training.</p> <p>4. An evaluation will have been designed and completed.</p> <p>5. A system for coordination among institutions in Africa providing design, implementation, management and administration training will have been established.</p>	<p><u>Magnitude of Outputs: (End FY 75)</u></p> <p>1. a. Six local staff trained and on the job at the Center. b. Center facilities, equipment and teaching materials in place. c. Seminar curriculae established.</p> <p>2. a. Two general seminars of 6 weeks each, a total of 100 persons trained. b. Three follow-on seminars of 3 weeks each will have provided specialized training in one or more fields to persons completing the general seminar. Each seminar will have trained about 30 persons. c. Two orientation sessions of 3 days each for about 30 high-level officials responsible for administering project design and management services.</p> <p>3. a. An active roster of at least 24 seminar specialist instructors available to teach at seminars and orientation sessions. b. Five specialist instructors will have completed participant training in the U.S. or Africa.</p> <p>4. a. Baseline completed. b. evaluation of each seminar completed, also graduates.</p>	<p>1. Center and PAID records</p> <p>2. AID records.</p> <p>3. Evaluation reports</p> <p>4. Reports of Center Director</p>	<p><u>Assumptions for achievement outputs:</u></p> <p>1. PAID will provide for the Center within its own institutional framework.</p> <p>2. PAID will assign appropriate core staff for the Center.</p> <p>3. Governments, regional organizations and institutions will release personnel to serve as instructors.</p> <p>4. Governments, regional organizations and institutions will select appropriate technical administrative personnel for training and support of seminar conduct.</p> <p>5. Governments, regional organizations and international organizations will make evaluation data available.</p> <p>6. Institutions providing project design, implementation, management and administrative training will continue to actively coordinate training efforts.</p>

Life of Project: _____
 Total No. of _____
 Total No. of _____
 Date Entered: _____

PROJECT DESIGN SUMMARY
 LOGICAL FRAMEWORK

Project Title: Training for Project Design and Management - 625-11-790-905

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><u>Project Purpose:</u></p> <p>To produce a continuing capability to train a cadre of personnel in project design, implementation and management, who will staff appropriate positions in host country ministries and regional organizations of Africa.</p>	<p>Conditions that will indicate purpose has been achieved: End of project status (End FY 75)</p> <ol style="list-style-type: none"> 1. A continuing institutional base for administering and conducting training courses in project design, implementation and management for regional and national institutions in Africa. 2. Participating host governments and regional organizations will be using seminar-trained personnel for: <ol style="list-style-type: none"> a. Producing project designs within national and regional priorities for external and internal financing. b. Resolving on-going project problems and identifying core development problems. c. Managing all aspects of project development processes for more timely implementation of on-going and new projects. d. Responding appropriately to external donor suggestions for development activities. 		<p><u>Assumptions for action and success:</u></p> <ol style="list-style-type: none"> 1. Host governments and regional organizations will make use of the institutional center for information/guidance on further training opportunities, in-house training and evaluation needs. 2. Host governments and regional organizations will increasingly rely upon their own staffs for project design, implementation and evaluation functions to service development activities.

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Life of Project:
 From FY 73 to FY 75
 Total U.S. Funding \$1.2 million
 Date Prepared

PROJECT DESIGN SUMMARY
 LOGICAL FRAMEWORK

Project Title: Training for Project Design and Management - 623-11-790-005

INDICATOR SUCCESS	OBJECTIVELY MEASURABLE INDICATORS	PLANS OF VERIFICATION	EXPECTED ASSUMPTIONS
<p>Program or Sector Goals: The broader objectives to which this project contributes</p> <p>Countries and regional organizations of Africa to have the capability to design, implement and manage development projects which will:</p> <ol style="list-style-type: none"> 1. Provide sites to invest at a level which will bring about desired rates of development and, 2. Serve as funding vehicles for either domestic or external donor investment. 	<p>Measures of Goal Achievement:</p> <p>Governments and regional organizations producing increasing quantity of design of projects and increase effective rate of implementation.</p>		<p>Assumptions for achieving goal targets:</p> <p>That participating countries and regional organizations will not change significantly from their current political or bureaucratic structures in a manner to impede the practice of new capabilities for project management.</p>

FORM AVAILABLE