

PROJECT APPRAISAL REPORT (PAR)

PD-AA8-730-A1

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1. PROJECT NO. 625-0905	2. PAR FOR PERIOD: Nov. 1975 TO Nov. 1976	3. COUNTRY CAWA Regional	4. PAR SERIAL NO. 77-03 4p.
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5. PROJECT TITLE

Training for Project Design and Management

6. PROJECT DURATION: Began FY 73 Ends FY 77	7. DATE LATEST PROP March 1, 1976	8. DATE LATEST PIP	9. DATE PRIOR PAR Nov. 1975
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10. U.S. FUNDING	a. Cumulative Obligation Thru Prior FY: \$ 1,544,400	b. Current FY Estimated Budget: \$ 640,000	c. Estimated Budget to completion After Current FY: \$
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11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)

a. NAME	b. CONTRACT, PASA OR VOL. AG. NO.
PAN AFRICAN INSTITUTE FOR DEVELOPMENT (PAID)	GRANT AGREEMENT

12. 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>No new actions are proposed for the final year of this project.</p> <p>AID is in the process of designing a new project, "Regional Rural Development Training (PAID)", 698-0405, which will continue support for PAID's programs for the period FY 1978 through FY 1982.</p> <p>AID completed a broad evaluation of the Pan African Institute for Development in November 1975. See: "Report and Recommendations on the Pan African Institute for Development" (AID: November 1975).</p>	

D. RE-PLANNING REQUIRES	REVIEWED 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/R	E. DATE OF MISSION REVIEW
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PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE Norman W. Green <i>NW Green</i>	MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE John W. Koehring, RDO/Yaounde <i>John W. Koehring</i>
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H. 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. James Lowenthal						X						X
2. Charles Smith						X						X
3.												

Comment on key factors determining rating:

Mr. Lowenthal has served under several short-term contracts as an instructor for personnel management in PAID's senior-level seminars and as a consultant for the development of curriculum content for PAID's training programs. He has performed these duties satisfactorily. Mr. Smith's current one-year contract as Agriculture Extension Advisor at the PAID Institute in Buea is an extension of his previous 30-month contract under project 625-521. Comments on Mr. Smith's performance were made in the PAR for the latter project.

4. PARTICIPANT TRAINING														
		X										X		

Comment on key factors determining rating:

Short-term participant training for PAID staff was planned during FY 1976. However, the funds obligated for this purpose could not be utilized because the staff was fully committed to on-going PAID activities and could not be released for training. The funds were subsequently deobligated.

5. COMMODITIES														
								X						X

Comment on key factors determining rating:

Purchase Orders have been processed to order equipment and furniture needed for PAID's new Central Program Support Service (SCAP), in Douala. Additional funds are available to order equipment and furniture for PAID's new West African Institute, when PAID advises the RDO of its requirements.

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

Comment on key factors determining rating:

PAID is a private, international organization whose headquarters are in Geneva but whose functional institutions are located in Cameroon. PAID has good working contacts with about 30 African countries which are, in effect, the "cooperating countries" for this project. At a conference held in July 1975 to mark PAID's 10th Anniversary, representatives of the African countries expressed continuing support for PAID's programs. At present, PAID receives about 10 per cent of its financial support from African countries. PAID's goal is to increase the amount of support from African countries to a level of 35 per cent of its total operating budget. Contributions from African countries include payments of training fees for their students and payment of a major portion of the costs involved in holding seminars in their respective countries. In addition, Cameroon, Ivory Coast, and Senegal have made direct contributions to PAID's operational costs.

7. OTHER DONORS														
								X						X

(See Next Page for Comments on Other Donors)

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H. P. Castleden: Counselor on Key Issues determining rating of Other Donors

PAID, as a non-profit organization, depends heavily on donations for its existence, although its services are increasingly being financed, at least in part, by the African countries which it serves. In addition to AID (which provides approximately 25 per cent of PAID's operational costs), some 20 countries and organizations support PAID. This support is in the form of scholarships to attend PAID Institutes and seminars, professors' salaries, operating funds, and building funds.

III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					END OF PROJECT
		CUMULATIVE PRIOR FY	CURRENT FY 77		FY 1978	FY 1979	
			TO DATE	TO END			
Seminars completed for senior-level African officials.	PLANNED	10	0	3	NA	NA	13
	ACTUAL PERFORMANCE	10	0				
	REPLANNED						
Number of participants attending senior-level seminars.	PLANNED	330	0	120	NA	NA	450
	ACTUAL PERFORMANCE	330	0				
	REPLANNED						
Qualified professional staff employed by PAID to carry out training and research programs.	PLANNED	38	3	12	NA	NA	50
	ACTUAL PERFORMANCE	38	3				
	REPLANNED						
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS	COMMENT:						
1. PAID reorganization plans completed	PAID has established a Central Program Support Service (SCAP) to provide technical and logistic support to PAID's four regional Institutes. SCAP consolidates and expands activities previously carried out by the Center for Project Management and the Center of Applied Research.						
2. PAID expansion plans being carried out	COMMENT: PAID plans to establish two new regional Institutes in addition to its two existing Institutes at Douala and Buea. A feasibility study for a West African Institute has been completed. It is planned to open the Institute in October 1977. Studies for an Institute in East/Southern Africa have been started.						
3. Institutional reforms being implemented	COMMENT: PAID's Douala Institute has revised its program to provide integrated training, research, and field experiences for middle and higher level officials and trainers. The program revisions developed at Douala will be applied to the other three Institutes.						

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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 Pan African Institute for Development (PAID) attain a continuing capability for training higher-level African administrative personnel in project design, implementation, management, and evaluation, and for training middle-level personnel in practical techniques for integrating rural development.

- B. 1. Conditions which will exist when above purpose is achieved. 2. Evidence to date of progress toward these conditions.

PAID will have established an institutional base for administering and conducting training programs in Africa for middle and higher-level personnel

SCAP and two Regional PAID Institutes in operation. Two additional Institutes planned to be in operation by 1978.

PAID's training programs, in English and French, will be increasingly taught by African staff.

PAID's professional staff is presently 60 percent African. In five years, PAID plans to have a staff that is 80 per cent African.

Participating governments and regional organizations will be utilizing PAID-trained personnel effectively

PAID has received an increasing amount of support and requests from African countries for PAID's services, indicating a desire to utilize PAID's graduates for national development purposes.

V. PROGRAMMING GOAL

- A. Statement of Programming Goal

Countries and regional organizations throughout sub-Saharan Africa will have the capability to design, implement, and manage development projects.

- 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.

Yes. During its first ten years of operations, PAID has accumulated a wealth of experience, information and materials in the field of management training and integrated rural development in Africa. The spread effect of PAID's programs has also accumulated. PAID is increasingly working with African national institutions, to develop and improve their institutional capability to provide support and training for rural development programs.