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5280096 (2)

NONCAPITAL PROJECT PAPER (PROP)

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## I. PROJECT IDENTIFICATION

1. PROJECT TITLE

PD-AAB-779-B1

APPENDIX ATTACHED ☐ YES ☐ NO 5p.

2. RECIPIENT (Country)

☒ COUNTRY

☐ REGIONAL ☐ INTERREGIONAL

4. LIFE OF PROJECT

BEGINS FY 1974

ENDS FY 1975

5. SUBMISSION 1/4/74

☐ ORIGINAL DATE

☐ REV. NO. DATE

CONTR./PASA NO.

## II. FUNDING AND MANPOWER REQUIREMENTS

| A. Funding by Fiscal Year | B. Dollars | C. Personnel | | D. Participants | | E. Commodities | F. Other Costs | G. PASA Contr. | | H. Local Currency Rate: $ US = (U.S. Dollar) | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | MM | $ | MM | $ | $ | $ | MM | (1) U.S. Grant Loan | (2) Coop Country (a) Joint | (b) Budget |
| 1. Previous Years | – | | | – | – | | | | | | | – |
| 2. Current FY 1974 | [illegible] | | | [illegible] | [illegible] | | | | | | | 35 |
| 3. Budget FY 1975 | 22 | | | 22 | 188 | | | | | | | 86 |
| 4. Budget Year | – | | | – | – | | | | | | | – |
| 5. Budget Years | – | | | – | – | | | | | | | – |
| 6. Budget Years | – | | | – | – | | | | | | | – |
| 7. Budget Years | – | | | – | – | | | | | | | – |
| 8. Total | [illegible] | | | [illegible] | [illegible] | | | | | | | – |

9. OTHER DONOR COMMITMENTS

| (a) Type of Donor | (b) Kind of Assistance Rendered | (c) Amount |
|---|---|---|
| | | |

## III. ORIGINATING OFFICE CLEARANCE

| | | |
|---|---|---|
| Officer: Clover Carroll | Title: Program Officer | Date: 1/4/74 |
| Director: [illegible] | Title: AID Representative | Date: 1/4/74 |

## IV. PROJECT AUTHORIZATION

1. CONDITIONS OF APPROVAL

2. CLEARANCES

| Bur. Off. | Signature | Date | Bur. Off. | Signature | Date |
|---|---|---|---|---|---|
| | | | | | |

3. APPROVAL: FSA OR OFFICE DIRECTOR

Signature | Date

Title

4. APPROVAL A/AID (See H.O. 1035.1 VI C)

Signature | Date

Administrator, Agency for International Development

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TRAINING FOR DEVELOPMENT

A. GOAL

This project is devoted to participant training activities. The project goal is to significantly improve the performance of Uruguayan public and private agencies in planning, programming and administering economic and social development programs. Attainment of this goal will result from inter alia, appropriate GOU policies, institutional arrangements and, above all, selection and training of qualified personnel who will be responsible for carrying out the policies and programs contemplated in the National Development Plan (1973-1977). Achievement of the project goal will be qualitatively measured by reports of various international agencies (CIAP, IBRD, USAID, etc.) who will evaluate whether GOU agencies which have benefitted from the training activities are carrying out their development tasks in an improved manner. Implicit in goal achievement are the assumptions that Uruguay will maintain a stable political/social climate and that national development and reform remain priority GOU goals.

B. PROJECT PURPOSE

The project purpose is to contribute to the up-grading of professional skills in Uruguayan public and private institutions involved with planning, programming, administration and evaluation of development activities. A key indicator of achievement, expected upon completion of the project, will be that the persons trained under this project will occupy responsible positions in their parent organizations and will play an important role in planning and administering development programs.

It is assumed that the GOU institution responsible for implementation of this project will be able to identify key personnel within the key GOU development offices who could benefit from professional training and that sponsoring offices would agree to place returned participants in key positions with enlarged responsibilities in the development process. In addition, the project assumes that suitable training activities will be identified and courses, seminars, etc., will be available. Finally, it is assumed that the number of persons trained will be sufficient to have an impact on the workings of the key development offices.

C. PROJECT OUTPUTS

The outputs of the project will be Uruguayan professionals, technicians and managers trained in both short and long-term academic courses offered in the United States and third countries in Latin America. During the remainder of FY 1974, 8 participants will be selected for training in disciplines of importance to GOU's development plans. During FY 1975, 28 additional persons will be selected.

The GOU has identified priority fields for training under this project and will establish the appropriate mechanisms to identify, evaluate and select qualified persons for training in these fields. The fields selected by the GOU are as follows:

1. Development Policy

   a. Macro-economic development planning.
   b. Public Finance, Fiscal Management, Program Budgeting, Tax Policy.
   c. Foreign Trade Policy, Promotion and Management.
   d. Project Selection, Planning, Preparation and Evaluation.

2. Human Resource Utilization and Sectoral Planning

a. Human Resource Development.
b. Manpower Planning.
c. Public Administration.
d. Planning, Programming and Management of Social Services (e.g. health, education and social security). Economics of Social Programming (education, health).
e. Sectoral Planning and Programming in transport, energy, industry, health, education and natural resources.

3. Public and Private Enterprise Development

a. Industrial Sector Planning and Programming.
b. Management of Enterprises.
c. Development Banking (project appraisal and evaluation).

During the remainder of FY 1974 and during FY 1975, participants will be selected for training in the above and certain additional areas to be defined which are geared to priorities of the GOU's development effort.

I. PROJECT INPUTS

USAID inputs to the project would be $40,000 during FY 1974 and $140,000 during FY 1975 to finance the cost of training courses, supplies and materials and per diem at applicable rates for all approved participants. In addition, the Mission's Training Officer, in conjunction with AID/SER/IT will provide administrative support for participants and will assist the GOU and approved participants in locating suitable training activities when such assistance is required.

The GOU would agree to continue paying salaries of all participants during their training and to provide international transportation for all training activities. Estimated cost to the GOU is $35,000 during the remainder of FY 1974 and $86,000 during FY 1975. In addition to the above, the GOU will assign its representatives to a selection committee to be formed of GOU and USAID and will provide administrative support to the committee. As appropriate, a private sector representative will be assigned to the committee when private sector candidates are under consideration for training. Finally, the GOU will gradually assume a large role in overall administration of the program and will assure that returned participants and parent agencies comply with the terms of the training as established by the committee.

The trainees will commit themselves to spend a minimum of five months in the service of their sponsoring organizations for every one month of training provided to them. In addition, trainees will agree to utilize their training to the maximum extent upon return to Uruguay and, to the fullest possible extent, to pass on the knowledge gained from training to other government and private sector employees.

The above conditions have been discussed with representatives of the GOU Office of Planning and Budget and are acceptable to it. The Planning Office will have primary responsibility within the GOU for coordinating this project and assuring its success.

D. RATIONALE

The rationale for this project is contained in the Mission's FY 1975 DAP and in the FY 1975 FBS for Uruguay. Given the economic stagnation and negative development outlook over the past 13 years, Uruguay's most capable economic planners and managers have often gone abroad or moved into other activities. Now that development prospects have improved and GOU development agencies are moving actively to carry out their new responsibilities, a serious lack of these professionals in practically every key development area will constrain the GOU's ability in policy planning, programming and implementation.

Any effort to dynamize the bureaucracy, and create effective institutions, must depend on the availability of well-trained development personnel. Unfortunately, the National University has, up to now, remained apart from development and was never able to establish either the proper environment or capability for professional training in relevant disciplines. Its Faculty of Economic Sciences and Administration does offer courses in various aspects of development economics and management but the quality and orientation of the courses made the training of little value for work in the public sector. At present, key government officials, aided by inexperienced and often untrained staffs, are striving to turn out laws and decrees which will govern Uruguay's development and reform efforts. The GOU has recognized the need to organize a system for providing professional level training both in-country and abroad to key government officials involved in development. While the IBRD, IDB and UNDP are all assisting the government in its development efforts, assistance is needed through a flexible program designed to provide high-level professional training outside of the country to potential development leaders. This assistance will cover the short-term training needs of the GOU while a stronger in-country capacity is developed. The UNDP is planning to assist the GOU in organizing a middle-level in-country administrative training entity.

To administer the project, a selection committee will be formed, consisting of members of the GOU Planning Office, the USAID and where appropriate, one non-government representative to be jointly agreed upon by the GOU and USAID. This committee would have the responsibility of determining prioritary areas for training, publicizing training opportunities, receiving and evaluating training applications, selection and follow-up of returned participants.

The selection committee will develop a training application to be utilized by applicants to describe their program of studies, relation of the training to their career development plans and goals, relationship to their present work, past educational and work experience and other pertinent information. This form would be forwarded to the selection committee from the head of the sponsoring organization with his endorsement and justification for requesting the training. The agency head would also give a commitment that the participant's salary would continue to be paid during the training period and that on the participant's return, he would be given a responsible position where his training could be put to good use.

Based upon the qualifications of the various applicants and the relationship of the training requests to the GOU's overall development plans and programs, the committee would approve applications for short or long-term training. While initially the USAID Training Office would have to provide a considerable amount of back-up support, it is anticipated that the selection committee would gradually assume this role and would amplify its activities to coordinate and approve all such training offered by the International Organizations currently operating within Uruguay.

PROJECT DESIGN SUMMARY

LOGICAL FRAMEWORK

Life of Project:
From FY 1974 to FY 1975
Total U.S. Funding: $180,000
Date Prepared: January 4, 1974

Project Title & Number: TRAINING FOR DEVELOPMENT - 528-11-995-098

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumptions |
|---|---|---|---|
| Significantly improve the performance of Uruguayan public and private agencies in planning, programming and administering economic and social development programs. | The GOU agencies which have benefitted from training activities will carry out their development tasks in an improved manner. | a) CIAP Analyses<br>b) IBRD Analyses<br>c) USAID Analyses<br>d) OPP Reports | 1) A major development bottleneck is lack of trained personnel.<br>2) Uruguay will maintain a stable political/social climate.<br>3) National development and reform will remain priority GOU objectives. |
| Project Purpose: Contribute to the up-grading of professional and technical skills in Uruguayan public and private institutions involved with planning, programming, administration and evaluation of development activities. | End of Project Status:<br>1) All persons trained will occupy responsible positions in their parent organizations.<br>2) Key development offices will have a core of well-trained personnel. | 1) Returned participant registry.<br>2) Uruguayan Office of Civil Service reports.<br>3) Uruguayan Office of Planning reports. | 1) Returned participants will be placed in key positions.<br>2) Suitable courses can be found.<br>3) Key development positions will be identified. |
| Outputs:<br>Uruguayan professionals, technicians and managers provided LT and ST training in the U.S. and third-countries. | Magnitude of Outputs:<br>N / N+1<br>Participants trained 8 / 28 | | Qualified personnel will be available for training. |
| Inputs:<br>USG<br>Tuition, materials and per diem for LT and ST training in U.S. and third-countries.<br><br>GOU<br>Salaries and international travel costs for approved participants. | Implementation Target (Type & Quantity)<br>N / N+1<br>$000 / $000<br>USG 40 / 140<br>GOU 35 / 86 | | The GOU will pay international travel and salaries for all participants. |