

6410070 (3)

**I. PROJECT IDENTIFICATION**

1. PROJECT TITLE: Agriculture Management Development 70P.

2. PROJECT NO. (M.O. 1949-2): 641-11-110-070

3. SUBMISSION ORIGINAL: 12/10/74

4. COUNTRY: Chad

5. LIFE OF PROJECT: BEGINS FY 75 ENDS FY 79

6. REGIONAL:  REGIONAL  INTERREGIONAL

7. APPROVALS ATTACHED:  YES  NO

**II. FUNDING (FED) AND NON-FED (NON) REQUIREMENTS**

A. FISCAL YEAR	B. TOTAL \$	C. PERSONNEL		D. PARTICIPANTS		E. COMMODITIES \$	F. OTHER COSTS \$	G. PASS/CONTR.		H. LOCAL EXCHANGE CURRENCY RATE: \$ US		
		NO \$	MO MM	NO \$	MO MM			NO \$	MO MM	U.S. GRANT LOAN	JOINT	OTHER
1. BUDGET FY 75	518.5			60	48	58.0	124	276.5	51			466.4
2. BUDGET FY 76	363.0			60	48	4.5	22	276.5	51			418.4
3. BUDGET FY 77	321.5			60	48	3.0	22	276.5	51			418.4
4. BUDGET FY 78	106.5			22.5	18	1.5	1	81.5	15			411.4
5. BUDGET FY 79	90.0			7.5	6	1.0	-	81.5	15			411.4
6. TOTAL	1,439.5			210.0	168	68	169	992.5	183			2,126.0

**9. OTHER CONTRIBUTIONS**

NAME OF DONOR	AMOUNT OF CONTRIBUTION	DATE

**III. ORIGINATING OFFICE CLEARANCE**

1. DRAFTER: R. Cheryers; W. Darg TITLE: AID/W/APR/DS; USAID/Chad/DAO DATE: 9/30/74

2. CLEARANCE OFFICER: J. G. Smith TITLE: USAID/Chad/FRM; USAID/Chad/Director DATE: \_\_\_\_\_

**IV. PROJECT AUTHORIZATION**

1. CONDITIONS OF APPROVAL: Waiver of certain AID source procurement requirements and certain other regulations and procedures is included in this Project Authorization, as outlined in the attached continuation sheet. By his signature on this Project Authorization, the Administrator certifies: (1) that exclusion of procurement from the sources and for the purposes requested in the waiver set forth in Annex 5 would seriously impede attainment of U.S. foreign policy objectives and the objectives of the Foreign Assistance Program; and (2) that procurement of certain AID-financed services from firms other than U.S. firms, U.S. controlled local firms, and/or joint ventures of the above firms, as described and for the purposes

**2. COMMENTS**

DATE/TIME	SIGNATURE	DATE	DIR/OFF	SIGNATURE	DATE
	John B. Cox		TA/DA	Jack Kates	12/11/74
	Dalton A. Griffin	12/19/74	PVC/DFR	Arthur Handy	12/15/74
	Robert H. Heston	12/19/74	GC/ATR	Rodney Johnson	
	Princeton Lyman	12/18/74			
	Allen Pichee	12/18/74			
	Edward Swinton	12/18/74			

3. APPROVAL BY THE OFFICE DIRECTOR: \_\_\_\_\_ DATE: \_\_\_\_\_

4. APPROVAL BY THE AID OFFICE: \_\_\_\_\_ DATE: \_\_\_\_\_

5. APPROVAL BY THE AID OFFICE: \_\_\_\_\_ DATE: \_\_\_\_\_

6. APPROVAL BY THE AID OFFICE: \_\_\_\_\_ DATE: \_\_\_\_\_

7. APPROVAL BY THE AID OFFICE: \_\_\_\_\_ DATE: \_\_\_\_\_

8. APPROVAL BY THE AID OFFICE: \_\_\_\_\_ DATE: \_\_\_\_\_

9. APPROVAL BY THE AID OFFICE: \_\_\_\_\_ DATE: \_\_\_\_\_

10. APPROVAL BY THE AID OFFICE: \_\_\_\_\_ DATE: \_\_\_\_\_

AM/ATR, Susan Adams

**PROP Face Sheet (continued)**

set forth in Annex 5, will best serve the interests of the United States.

A summary of the waivers follows: (1) A procurement source waiver from Geographic Code (000) U.S. to Geographic Code (935) Special Free World (including Ghana), at an estimated value of \$100,000 for materials, supplies and commodity-related services for construction of facilities for the Agriculture Management Seminars. (2) A waiver of the AID policy, set forth in M.O. 1412.1 under which procurement of AID-financed services is limited to U.S. firms, U.S. controlled local firms, and/or joint ventures of the above firms. Discussion and justification of these requests is found in the PROP section entitled Annex 5.

Approval of this PROP would also endorse the request for proprietary procurement of the five carry-all vehicles required for the project as discussed on page 33 of the PROP.

NON CAPITAL PROJECT PAPER (PROP)  
GHANA AGRICULTURE MANAGEMENT DEVELOPMENT

Project No. 641-11-110-070

December, 1974

## GHANA AGRICULTURE MANAGEMENT DEVELOPMENT PROJECT

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## AGRICULTURAL MANAGEMENT DEVELOPMENT PROJECT

### I. Origin, Need and Summary of Project

#### A. Introduction

Ghana has a large and growing food deficit with food production actually declining on a per capita basis. Concurrently with decreased quantities of domestically produced food available, indications are that diets have been increasingly nutritionally inadequate over recent years. The increasing deficiencies in diet quality, as reflected in caloric and protein intake, have most severely affected the lower income families in the rural areas. This trend has continued despite a relatively well endowed agricultural resource base that produces 50 percent of the Gross National Product and 70 percent of the nation's exports.

Imports of food have accounted for approximately one-third of Ghana's total imports prior to the recent increases in petroleum and fertilizer prices, and have been a major factor in the chronic shortage of foreign exchange. In addition, imported food supplements are largely unavailable to the rural poor because of lack of cash income. These trends and relationships indicate the importance of improvement of the quality and quantity of food supplies in Ghana.

Increased production of food crops, especially food grains, has been assigned high priority in the agriculture sector. Attainment of such a goal is essential to ease the foreign exchange situation. Approximately 60 percent of the labor force is employed in agriculture and predominately located on small farms. More than 80 percent of the total area of field crops is on farms of less than five acres. Expansion of agricultural production will depend largely upon increased productivity of small farms. An increase in food production by small producers can also result in a substantial improvement in the nutritional status of the lower

income rural population. The Ministry of Agriculture is attempting to address the goal of increased food production on small farms through a variety of mechanisms such as Operation Feed Yourself which was designed to stimulate small producers; improvement of access, availability, timeliness and effectiveness of components of the input delivery system; upgrading the extension service and improvement of the marketing system. The MOA has recognized the necessity of improving its capability to plan, allocate and manage human and physical resources in the agriculture sector, in order to carry out these programs successfully.

#### B. Need for Project

The need for a major management training effort in MOA became clearly evident on the Agriculture Planning Project (048) evolved, a fact which was pointed out in the evaluation of that project. A strong recommendation for an undertaking of this nature was also made in the Watkins and Mends report, Manpower and Training in the Ministry of Agriculture, in June 1973. The recognition of this need led to a request from the MOA to USAID/Ghana for assistance in developing an indigenous agriculturally related management training project. The project was to focus on improving the managerial effectiveness of MOA personnel, helping to establish specific objectives and priorities, and assisting to develop the capacity to plan and implement programs.

Manpower trained in appropriate managerial skills is essential to the long term success of Ghanaian agriculture development programs and especially vital to extend programs and services to small farmers. Short term in-service training can have an immediate impact upon improved management of ongoing agricultural programs in the regions and districts. The primary deficiency concerns pragmatic operational management skills to obtain more effective program results. Although there is a continuing requirement for training to develop new or improved technological skills, there is a substantial lag in training to develop managerial techniques

to implement programs utilizing such technology.

C. Project Summary

The broad objective of this project is to contribute to increased food production, especially on small farms, thereby raising farm income and improving income distribution. A primary constraint to achieving this broad objective is the lack of management capability in the MOA. This project proposes to establish a self-sustaining Ghanaian agricultural management capacity which will result in improved allocation of agricultural sector human and physical resources.

To develop this capability requires an agriculture management training program for managers at all levels in the MOA. This project provides for such a training program. It consists of three major components as follows: (1) a two week annual in-service management training program for MOA officials in the regions to help improve the management of services and programs for farmers; (2) a one year diploma program that will help provide MOA officials with the required skills for effective management of agricultural programs; (3) a two year graduate level degree program to aid MOA administrators in planning and management positions. All components focus on the practical operational requirements of Ghanaian agricultural managers and relate to programs in the MOA.

AID financial inputs for the five year life of project amount to about \$1,440,000 of which \$910,000 is for technical assistance and \$209,000 is for participant training. The GOG contribution totals approximately \$2,100,000 which is largely salaries, travel and training expenses of the trainees.

During the five year/ involvement of AID in the project, it is expected participants from 350 manager positions will have completed the annual two week seminar each year, 100 graduated from the one year diploma course and about 75 will have entered the two year graduate programs of which 45 will have received their degrees. It is

anticipated that the MOA will have developed the capacity to conduct in-service agriculture management seminars. The University of Ghana and Ghana Institute of Management and Public Administration (GIMPA) will also have developed their training ability to provide the appropriate mix of agriculture and management to meet the practical needs of the MOA and other agricultural sector organizations. The relationships among institutions concerned with these training programs will also be strengthened by this project.

Part II - Logical Framework Matrix

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

(INSTRUCTION: THIS IS AN OPTIONAL FORM WHICH CAN BE USED AS AN AID TO ORGANIZING DATA FOR THE PAR REPORT. IT NEED NOT BE RETAINED OR SUBMITTED.)

Life of Project:  
From FY \_\_\_\_\_ to FY \_\_\_\_\_  
Total U.S. Funding \_\_\_\_\_  
Date Prepared: \_\_\_\_\_

Project Title & Number: Agricultural Management Development

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal: The broader objective to which this project contributes:</p> <p>To increase agricultural food crop production, especially of small farms, resulting in higher farm incomes, thereby improving income distribution.</p>	<p>Measures of Goal Achievement:</p> <ol style="list-style-type: none"> <li>1. Small farmer production value in real terms, expanded by 50 percent by 1985.</li> <li>2. Small farmer incomes increasing at an average rate of 3 percent annually over the next 10 years.</li> <li>3. Net imports of foodstuffs as a <u>proportion</u> of total food consumption decline by 30 percent by 1985.</li> </ol>	<ol style="list-style-type: none"> <li>1. Agricultural census and sample surveys demonstrate:               <ol style="list-style-type: none"> <li>a. Increasing yields on small farms</li> <li>b. Decreased unit cost of production</li> <li>c. Higher proportion of small farmer production for commercial sale</li> <li>d. Expanded use of modern inputs</li> </ol> </li> <li>2. National income data demonstrate expanded per capita incomes of small farmers.</li> <li>3. Comparison of farm production and foreign trade data for food imports and exports demonstrate that net imports of food as a proportion of consumption decline on the average by more than 2 percent annually.</li> </ol>	<p>Assumptions for achieving goal targets:</p> <ol style="list-style-type: none"> <li>1. GOG maintains a continuing high priority commitment to increase agricultural production of small farms as a means to increase food supplies, raise farm income and improve income distribution.</li> <li>2. Farm price policies continually provide an incentive to expand production.</li> <li>3. Required production infrastructure of storage, transport and marketing facilities is available.</li> <li>4. Necessary inputs will be available and a system for their timely delivery will be accessible to small farmers including seed, fertilizer, credit and technical information.</li> <li>5. Normal climatic, social, political and economic conditions.</li> </ol>

PROJECT LOGICAL FRAMEWORK SUMMARY

INSTRUCTIONS: THIS IS AN OPTIONAL FORM WHICH CAN BE USED AS A GUIDE TO ORGANIZING DATA FOR THE PAR REPORT. IT NEED NOT BE RETAINED OR SUBMITTED.

Life of Project: From FY \_\_\_\_\_ to FY \_\_\_\_\_  
Total U.S. Funding \_\_\_\_\_  
Data Prepared: \_\_\_\_\_

Project Title & Number: \_\_\_\_\_

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><del>Program or Sector Sub-Goal:</del></p> <p>Program or Sector Sub-Goal:</p> <p>To improve the managerial and operational efficiency and effectiveness of the MOA and other institutions serving the agricultural sector, especially small farms.</p>	<p>Measures of Goal Achievement:</p> <ol style="list-style-type: none"> <li>MOA managers have common understanding of overall goals of rural/agricultural development and purpose of specific programs.</li> <li>MOA managers at all levels have basic understanding of management system and their own functions within it.</li> <li>MOA programs and those of closely related institutions are planned and managed for effective and integrated impact in serving small farmer agriculture.</li> <li>Agricultural sector program planning and budgeting are closely related and integrated with program goals at all levels.</li> </ol>	<ol style="list-style-type: none"> <li>MOA annual reports to be adjusted to better evaluate job performance work progress and annual accomplishments.</li> <li>Bottom-up planning reflecting common goals and perceptions adopted and carried out within guidelines provided by top managers beginning with FY 77 budget cycle.</li> <li>Managers articulate program goals in quantified and time-related terms and direct actions and resources in accordance with agreed priorities.</li> <li>Programs of the MOA and other institutions are integrated in full recognition of importance of their interlocking roles.</li> <li>Budgets are formulated with increasing concern for their program/objective relationship.</li> <li>Program plans are formulated with specific purposes and targets explicitly delineated and tied to specified intermediate achievement dates.</li> <li>Job responsibilities at all levels are defined and closely related to program purposes.</li> <li>Programs are effectively coordinated and related to other needs at central and peripheral management points.</li> </ol>	<p>Assumptions for achieving goal targets:</p> <ol style="list-style-type: none"> <li>Full and continuing acceptance and commitment by MOA and other agricultural institutions to develop a self-sustaining agricultural management and planning capacity through training.</li> <li>Willingness by MOA and other institutions serving agricultural sector to cooperatively work toward common goals.</li> <li>Other variables related to programming, planning and budgeting process do not detract from project goals.</li> </ol>

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

Life of Project:  
From FY \_\_\_\_\_ to FY \_\_\_\_\_  
Total U.S. Funding \_\_\_\_\_  
Date Prepared: \_\_\_\_\_

Project Title & Number: \_\_\_\_\_

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><b>Project Purpose:</b> To develop a self-sustaining indigenous agricultural management and planning capability which will lead to improved allocation and utilization of agricultural sector resources.</p>	<p>Conditions that will indicate purpose has been achieved: End of project status.</p> <ol style="list-style-type: none"> <li>1. Establishment of clearer national agricultural sector objectives and priorities by MOA.</li> <li>2. Establishment of annual work and program plans for each region.</li> <li>3. Placement of project trained personnel in key management positions in agricultural sector.</li> <li>4. Management training becomes an integral part of agricultural sector programming.</li> </ol>	<ol style="list-style-type: none"> <li>1. Existence of a national agricultural plan.</li> <li>2. Existence of annual regional work plans.</li> <li>3. Identification of key managerial positions and determination if project trained personnel are in such positions using MOA records.</li> <li>4. Existence of agricultural management training programs as described in the project design.</li> <li>5. Availability and timely delivery of agricultural inputs and accessibility to alternative output markets by small farmers using MOA records.</li> </ol>	<p>Assumptions for achieving purpose:</p> <ol style="list-style-type: none"> <li>1. Continuing national commitment to managerial training for agricultural sector.</li> <li>2. Adequate financial and human resources are made available to meet project needs.</li> <li>3. Required technical information is available and adequate technical capability of extension personnel (field assistants and technical officers) to transmit that knowledge to small farmers.</li> <li>4. Required production materials are available at economically feasible levels.</li> <li>5. Development of effective input delivery and output marketing systems linked to the small farmer.</li> </ol>

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

Life of Project: \_\_\_\_\_  
From FY \_\_\_\_\_ to FY \_\_\_\_\_  
Total U.S. Funding \_\_\_\_\_  
Date Prepared: \_\_\_\_\_

Project Title & Number: \_\_\_\_\_

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<b>Outputs:</b>	<b>Magnitude of Outputs:</b>		<b>Assumptions for achieving outputs:</b>
1. Establishment of central manpower training office in MOA to strengthen and coordinate agricultural training programs.	<p>1. <u>No. of Officials Trained</u></p> <p style="text-align: right;">Total</p> <p>+a) ARMS Program (2 wks) 1,400            b) DAA Program (1 yr) 100            c) MAA Program (2 yr) 45            **d) Special Exec. Mgt. Seminar (2 wks) 60</p>	1. At specified periodic intervals, determine number of officials trained in program and working in effective managerial positions in MOA using MOA records.	1. The MOA, GIMPA and University of Ghana will receive necessary approvals from the parent bodies of their institutions for conducting their respective training programs.
2. Improved capability of MOA officials in planning and management skills to better enable them to identify, design, implement and evaluate agricultural programs.	<p>2. <u>No. of Instructional Staff Trained</u></p> <p>a) Ministry of Ag 6            b) GIMPA 10            c) Univ. of Ghana 10</p>	2. Existence of competent, well trained and adequate staff in MOA central training office and in ARMS program as verified by direct observation and reports of U.S. Technician/Instructors.	2. The MOA, University of Ghana and GIMPA will provide the necessary initial capital and recurrent budgetary support to meet required project needs.
3. Enhanced relationships among the institutions involved in training of officials administrating agricultural programs.	3. Training facilities established for forty trainees in ARMS program	3. An increase in numbers of staff members at GIMPA and the University of Ghana in areas concerning management related to agriculture as determined by GIMPA and University records.	3. The MOA, GIMPA and University of Ghana will make available suitable staff for training and project operation.
4. Increased awareness and improved capability of the University of Ghana and GIMPA to contribute to Ghanaian national agricultural goals.	4. Manpower Training Office established in MOA	4. An orientation toward and an improvement of instructional skills and materials dealing with management/agriculture as verified by direct observation and reports of U.S. Technician/Instructors.	4. MOA will release trainees from all other duties while they are assigned to full-time training with salary and expenses paid by MOA.
5. Establishment of facilities for a continuous in-service management training program.	* The ARMS Program is designed to train all regional personnel in managerial positions each year. Therefore the 350 trained per year will in most cases be the same individuals.	5. Existence of adequate facilities to conduct the ARMS program as verified by direct observation.	5. MOA will assure placement of trained personnel in managerial positions of appropriate responsibility.
6. Development of instructional capability and materials in agricultural management.	** The Executive Development Seminar in the 2nd year will only be a two day course.	6. Coordination of activities of cooperating institutions involved in agricultural training programs as verified by the establishment of an inter-institutional committee.	6. MOA will establish and enforce a formal agreement bonding participants to a minimum period of service with MOA following completion of training.

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

Life of Project: \_\_\_\_\_  
From FY \_\_\_\_\_ to FY \_\_\_\_\_  
Total U.S. Funding \_\_\_\_\_  
Date Prepared: \_\_\_\_\_

Project Title & Number: \_\_\_\_\_

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<b>Inputs:</b>	<b>Implementation Target (Type and Quantity)</b>		<b>Assumptions for providing inputs:</b>
<b>I. A.I.D. Inputs</b>  1. PASA Technical Assistance - 163 MM \$992.5 2. Participant Training - 163 MM 210.0 3. Other Costs (Local costs) a. Field Study Funding 9.0 b. Funding Additional Faculty Members 80.0 c. ARMS Training Facility 100.0 4. Commodities 67.0 <u>\$1,439.0</u>	Discussion and details of the type and quantity of U.S. and Ghanaian inputs are included in Parts VI and VII of the PROP. A specific implementation schedule indicating phasing and time frame is included in Part III of the PROP.	1. AID Project Agreements and PIO/Ts.  2. Project Implementation Plans.  3. AID and GOG project evaluations.  4. MOA reports and records.  5. AID Technician/Instructors reports.  6. Direct observation.	1. Recruitment and timely arrival of properly qualified and well motivated U.S. Technician/Instructors will be accomplished.  2. MOA and other institutions involved will make available necessary budget support for programs.  3. Required training facilities will be constructed and available on a timely basis for each program component.  4. Appropriately qualified participants will be selected and made available for training programs in the U.S.
<b>II. GOG Inputs</b>  1. MOA Manpower Training Office \$220.0 2. ARMS Program 697.0 3. DAA Program 665.0 4. MAA Program 504.0 <u>\$2,096.0</u>			

### III. Project Description

#### A. Project Overview

The clear recognition by the MOA of the need to improve its capability to plan, allocate and manage Ghanaian agricultural resources led to the request for assistance from AID for this project. The project is designed to help meet this need through continuous improvement of agricultural management skills and techniques throughout the MOA. In order to reach managers at all levels, the project consists of three distinct types of training programs that are closely related to the overall goal. These three components which are more specifically described in the following sections are as follows:

1. Annual Regional Management Seminars (ARMS)
2. Diploma of Agricultural Administration (DAA)
3. Master of Agricultural Administration (MAA)

It is anticipated the project will assure an infusion of well qualified managers in the short-run through the two week seminars of the ARMS program while developing the long-run capacity of the MOA agricultural administrators through the one year DAA and two year MAA programs. The entire project is focused on the practical needs of managers of agricultural development programs.

The MOA will establish/ within the Office of Manpower and Training/to a capability

supervise and coordinate the components of this project. The office will serve as a focal point for integrating all training activities of the MOA and the AID Development Administration Officer will work closely with the office in matters concerning the project. The Manpower and Training Office will have overall responsibility for training and providing necessary human resources and physical inputs. The office will serve as the primary nucleus for linking the various institutions associated with the project.

Prior to implementation of the ARMS program, two special Executive Development Seminars will be conducted for Assistant Directors of Agriculture and Principal Agriculture Officers. The purpose of these seminars is to acquaint high level officials with the content of the ARMS seminars as well as help improve their own managerial skills.

B. Project Components

1. Annual Regional Management Seminars (ARMS)

The greatest immediate impact of management improvement in the MOA will result from the ARMS components of the project. This program is designed to provide the basic skills required for effective management of agriculture programs for managers in the MOA who are assigned to the regions. It will be carried out through two week in-service management seminars for all regional managers each year.

With the enthusiastic concurrence of the MOA, the ARMS program is designed to closely comply with "The Necessary Ingredients of a Program of Management Improvement in an Organization" (refer to Annex I).

The principal concepts of this approach can be summarized as follows:

- One-Organization Training Concept. All managers (from Senior Technical Officers to the Assistant Director of Agriculture) within the region will be trained together every year. This allows all managers within any given region to: discuss regional problems; review and discuss

new management techniques and determine whether to adopt, adapt, or reject them; determine specific objectives of the region for the coming year(s); develop a regional annual work plan; and practice various management tools for increasing teamwork, coordination, cooperation, and improving each individual's management capability.

b. Training by and for the Organization. The ARMS program will be under the direction of the Office of Training and Manpower within the MOA. This approach will result in, at least, an implication that what is taught is expected to be used. This can make a real difference in the learning (change for the better) that takes place after each seminar.

c. Top to Bottom Training. As noted in III A above, all Assistant Directors of Agriculture and Principal Agriculture Officers will receive a two week management seminar prior to initiation of the regional programs. In this way, top management will not only have an opportunity to improve their own managerial skills but, equally as important, will know what each individual is being trained to do and thus allow/expect their subordinate managers to practice what they are being taught.

d. Training Must be Experiential. Management games, Ghanaian case studies, role-playing, and group discussions will be used extensively. Practice in utilizing the various skills of management will comprise a large proportion of the training time.

e. Results Must be Expected and Evaluated. At the conclusion of each seminar, the regional objectives and individual work plans developed during the seminar will be reproduced, presented to the Directors for approval/modification and finally will be used as a guideline for the year's work by individual managers in each region. Commitments or change or improvement of work plans by each trainee will be presented to their supervisor for concurrence and evaluation.

The facilities for the ARMS program will be provided by MOA/USAID at Kwadaso College near Kumasi and will be adequate for two seminars to be conducted concurrently with up to 20 trainees in each seminar. The seminars will be conducted each year for each of the nine regions for an estimated total of 350 trainees per year.

The instruction will initially be a joint effort by MOA and AID and supplemented by GIMPA and University of Ghana instructors, as needed. The MOA will provide four counterpart trainers and AID will provide two management training adviser/instructors. Initially, it is expected that most of the training will be conducted by the AID advisers with a gradual year-by-year turnover of responsibilities to MOA Ghanaian instructors. One AID funded advisor will be scheduled to be in Ghana for five years, while the second advisor will be there for three years. At the completion of the project it is expected that the MOA counterpart trainers will, after extensive coaching by the advisers and 72 man/months of participant training for approximately 12 trainers, abroad, be able to design, conduct, and follow-up on future agriculture management training programs.

An integral part of the ARMS program will be availability of the AID advisers and MOA counterparts for follow-up training and management consultation to the regions for implementation of management tools. This experience will also contribute toward more meaningful seminars.

2. Diploma of Agriculture Administration (DAA). Each year the MOA will competitively select 25 MOA mid-career managers to attend a program of study leading to a Diploma of Agriculture Administration. This program is designed to provide the required skills for effective management of agricultural programs in the MOA.

Because the emphasis of this program will be on administration, the DAA will be conducted at the now well-established Ghana Institute of Management and Public Administration (GIMPA), and will include such courses

as Management Skills, Motivation and Productivity, and Management Methods and Systems (refer to Annex II).

While the emphasis will be on administration, it is the intent of the program that it be fully relevant within the Ghanaian Agriculture Sector. Therefore, not only will the aforementioned courses be strongly oriented toward agriculture administration, but will also include such courses as Applied Agricultural Economics, Social Development, Applied Agricultural Statistics and Data Analysis, Management of Extension Programs, Discussions by MOA Executives and a two-week foreign observation tour (refer to Annex II).

Instruction will be provided by GIMPA and supplemented by the University of Ghana Faculty of Agriculture and School of Administration, as required. To insure that the courses are highly relevant, field studies will be provided, case studies written by the trainees of their management experiences will be discussed, and a policy of no examinations will be enforced. AID will provide funds to enable course instructors to conduct basic Ghanaian agricultural field studies to also enhance the relevancy of instruction.

AID will provide one <sup>U.S.</sup> advisor/instructor to assist GIMPA in developing the curriculum, designing courses and evaluating the results of the program. This person will also train DAA course instructors in teaching methodology and in agricultural management skills and serve as counterpart to the course chairman. AID will also provide and fund 42 man/months of relevant agriculture management non-degree training in approximately 7 instructors and fund the basic salary of one the U.S. for/ additional GIMPA faculty member for the initial three years of the program.

GIMPA will designate a course chairman of the DAA program who will serve as the counterpart to the AID advisor. They will also provide adequate living quarters/ classrooms, teaching facilities, qualified <sup>for the trainees,</sup>

faculty, outside instructors (as needed) and arrange for the field trips and observation tours. GIMPA will determine the cost of such a program and the MOA will pay that cost plus the salaries and travel expenses of the trainees.

3. Master of Agricultural Administration (MAA). The University of Ghana will establish a new graduate level program leading to the degree of Master of Agricultural Administration. This course of study is designed to provide the required skills for senior MOA and other officials (from banks, boards and corporations) working in program development or management of large agricultural programs. The non-thesis, two year course will focus on agriculturally related management studies oriented toward the pragmatic needs of Ghanaian agricultural administrators. Course content will consist of a core of courses concerning management, economics, development planning, development administration, etc. with two options giving students an opportunity to concentrate on either program development and design or management of agricultural programs (Refer to Annex II). In lieu of a thesis, students will prepare two special papers or serve as a consultant to a relevant agency or business for two months and analyze their experiences.

Although the MOA will competitively select 12 to 15 of its employees each year for this program who already possess bachelor degrees, the nominees must also meet the usual entrance requirements of the University. The University will maintain its well-recognized quality standards in all aspects of the program. The MOA will have the opportunity

to provide students for the first fifteen positions in the program each year, but any additional vacancies can be filled at the discretion of the University. There are indications of interest in this program from other agricultural organizations.

Within the University, the Faculty of Agriculture will be administratively responsible for the program, but will work cooperatively with the School of Administration and instruction will be supplemented by GIMPA staff as required. The Faculty of Agriculture will designate a course chairman for the MAA program and see that adequate living quarters <sup>for the trainees,</sup> /classrooms, teaching facilities, qualified faculty, outside instructors (as needed) and arrangements for field trips are provided. In addition faculty advisors will be assigned to each student to provide guidance for his individual program. The University of Ghana will determine the cost of the MAA program and the MOA will pay that cost plus the salaries and travel expenses of the student.

AID will provide one U.S. adviser/instructor to assist the University in developing the curriculum, designing courses and evaluating the results of the program. This person will also train MAA course instructors in teaching methodology and in agriculture management skills and serve as counterpart to the course chairman. AID will provide and fund 54 man months of relevant agriculture management <sup>approximately 9</sup> non-degree training in the U.S. for/University instructors. Also, AID will fund the basic salaries of three additional qualified University faculty members for the initial three years of the program, two from the Faculty of Agriculture and one from the School of Administration. In addition, AID will provide funds to enable course instructors

to conduct basic Ghanaian agricultural field studies to enhance the relevancy of instruction. A modest library supplement will also be provided by AID.

C. Project Implementation Schedule

August, 1974:

1. Commissioner of Agriculture expedites initiation of construction of annex to GIMPA.
2. PROP draft written.

September, 1974:

1. Commissioner of Agriculture designates a Director of the Office of Manpower and Training in MOA.

October, 1974:

1. AID Development Administration Officer (DAO) arrives in Ghana.
2. DAO reviews PROP draft with involved parties (MOA, ISAID/G, U of G, GIMPA).
3. PROP finalized.
4. Construction plans for ARMS building drawn up.

December, 1974:

1. PROP approved in AID/W.
2. Letter of intent written by USAID/G Mission Director to MOA -- thus enabling MOA to begin plans for construction of facilities for ARMS program.
3. PRO/AG written and signed.
4. PIO/T written and submitted to AID/W.
5. PIO/C written and submitted to AID/W.
6. Construction plans for ARMS building approved by REDSO/Abidjan.

7. Task Order by AID/W written and approved.
8. Commodities ordered by AID/W.
9. Executive Development Seminar for all Asst. Directors for Agriculture conducted by AID-DAO (2 weeks)
10. Construction of GIMPA annex begins.
11. Construction of ARMS facility begins.

January, 1975:

1. AID-DAO to U.S. to recruit technician and investigate participant training facilities.
2. Technicians identified.
3. PIO/P for 2 potential trainers of AMRS written and submitted to AID/W.

February, 1975:

1. Executive Development Seminar conducted for all Principal Agriculture Officers by AID-DAO.

March, 1975:

1. ARMS participants (2) depart for U.S. training.

April, 1975:

1. Arrival 2 technicians for ARMS program.
2. Arrival 1 technician for DAA program.

May, 1975:

1. Field survey and orientation for 3 technicians.
2. Scheduling of ARMS seminars.
3. DAA trainers conference conducted by technician and DAO.
4. Methodology seminar for trainers ARMS program by technician and DAO.

**June, 1975:**

1. Arrival technician/advisor for MAA program.
2. Commodities arrive.
3. Curriculum DAA developed.
4. ARMS seminar developed.
5. Field Survey and orientation MAA technician/advisor.

**July, 1975:**

1. Short 2-day seminar for Asst. Directors of Agriculture and Principal Agriculture Officers by DAO and technicians.
2. ARMS facility construction completed.
3. Curriculum MAA developed.
4. MAA instructors conference by technician.
5. ARMS participants (2) return from US.
6. MOA competitively selects DAA trainees.
7. MOA competitively selects MAA students.
8. First ARMS program for one region begins.

**August, 1975:**

1. ARMS Regional Seminars continued.
2. Preparation of DAA course.
3. Preparation of MAA course.
4. Selection of AID funded Ghanaian (3) instructors for MAA program.
5. Selection of AID funded Ghanaian (1) instructor for DAA program.

**September, 1975:**

1. GIMPA annex completed.
2. Selection by MOA candidates for DAA and MAA programs.
3. ARMS Regional Seminars continued.

October, 1975:

1. First DAA course begins.
2. First MAA course begins.
3. ARMS Regional Seminars continued.

#### IV. Project Rationale

##### A. Current Situation

The MOA has been faced with the problem of inadequate management for several years and has attempted to deal with the problem by reorganizations and periodic training programs. Changes in organizational structure have only resulted in shifts of functions and personnel, but have not addressed the need for improved management and planning skills. Training has been sporadic and oriented toward technical requirements rather than focusing on management needs. The result of this deficiency has been lack of a clearly delineated direction with a common objective, purpose and priorities to guide officials of the MOA as well as its relationships with other organizations. This has had a negative impact on planning and basic management decisions affecting program implementation. The impact has affected managerial capacity both throughout in MOA administration and the carrying out of specific development projects in the regions and districts.

The lack of proficient management decisions has resulted in reduced agricultural production, particularly on small farms. There have been repeated examples of late arrival of fertilizer, pesticides and other inputs due to untimely transport arrangements or delayed accounting procedures. The information flow within the MOA and regions has frequently been inefficient creating logistics and communications problems. Dissemination of technical information to small farmers has suffered because of lack of well trained extension workers, inadequate transportation for them and a burdensome load of paperwork

reducing their effectiveness in the field. If increased production is to take place on small farms, it is essential that the managerial aspects of these constraints be alleviated. Particular emphasis should be on the key management positions in the regions and districts that control the flow of services and resources to the small farmer. In this regard there should be a special concern for improving the management skills of the Senior Technical Officers (STO) at the regional and district level who supervise the Technical Officers (TO) and Field Assistants (FA) who work in the districts and sub-districts. Generally, the STO's are career employees who have considerable technological experience, but little training in management planning or decision making and administrative methods.

An example of the effects deficiency in management skills can have was shown in the intensive six week training program concerning farm management for Technical Officers (TO). The program was planned and implemented by Israeli assistance and was evaluated six months later by an Israeli team. The evaluation indicated the program was unsuccessful in achieving its objectives because the TO's were not adequately prepared, assigned or supported by their manager supervisors.

#### B. Commitment

The MOA has clearly and repeatedly indicated its desire and commitment to improve planning skills and management techniques through its actions as well as its contacts with USAID and other donors. Prior to requesting assistance from USAID for the Agricultural Management

Development project, the MOA attempted to address some of its planning problems through the 048 Agriculture Planning project and by requesting the Watkins-Mends Report. It recognized the need for more emphasis on administrative management skills as additional problems of program implementation became apparent. The need became even more obvious with the national government policy to decentralize decision making and budgetary authority resulting in more autonomy for the regions.

As the design of this project developed, the sincere commitment to it by the MOA became very evident by its willingness to contribute people and other resources to the project. The establishment of a strong coordination body in the MOA, the Office of Manpower and Training, has already been initiated. The commitment by MOA to release 50 of its important management personnel annually for long-term, full time, diploma or graduate degree training, while fully paying salary, training and travel expenses shows an exceptional expectation of the intermediate and long-range benefits of the investment in the program. The same confidence is clearly indicated in the short-range outcome by the willingness to commit nearly 350 regional managers to two week annual seminars with similar support. The commitment by the MOA has been further evidenced by its continual concern for appropriateness and quality of course content for all three components of the project. The strong desire by MOA to build the internal capacity to conduct its own continuing in-service management training seminars is shown by its willingness to devote resources to construct the necessary physical facilities and provide qualified staff for the programs.

There is also an open commitment by MOA to work with GIMPA and the University of Ghana to develop the most suitable tailor-made programs possible to meet the agricultural management requirements of the MOA. The overall commitment by the MOA in terms of human resources, capital investment and anticipated impact from the results of training is unusual among developing nations in Africa.

C. Effects of Project

It is expected this training project will have a major long-term and short term impact on the planning process and program implementation within the MOA, which will result in more effective programs at the farm level. As previously indicated, these results will be reflected by increased production, especially on small farms, through improved decision making affecting objectives, policies, planning and allocation of resources; improved timeliness and systematized movement of agricultural inputs to the farms; improved implementation of development projects; and improved flow of services and information to farmers. It is anticipated such overall improvements in the operational management will have a direct and positive influence upon agricultural production with relatively more impact upon production by small farmers.

The project will help orient the MOA toward a more action/result organization with concern for the practical results of its decisions. It will provide a cadre of skilled administrators that can identify and articulate objectives, intermediate goals and priorities of the MOA and the entire agricultural sector in such a way as to guide decision

makers throughout the organization. The training will be supportive of the decentralization policy and delegation of authority encouraged by the GOG, by strengthening the capability of managers at the intermediate and lower levels working in regions and districts. An immediate benefit of the annual regional seminars will be an annual plan of work developed by individual participants for their guidance when they return to their managerial responsibilities. In specific numbers, it is planned that the five year project will annually train 350 incumbent regional managers from the ARMS program, produce 100 graduates from the DAA program and lead to conferrence of 45 master degrees from the MAA program. The impact of such sizable numbers of individuals in the MOA with improved managerial competence over the long-run will be substantial.

The effect a management training program in the MOA can have upon small farm production is substantial. It is recognized that management is one of many factors that influence agricultural output; however, it is a primary factor because it directly and pervasively affects nearly all other factors of agricultural production. Although good management of agricultural programs is not necessarily an assurance the program will result in increased production, it is highly unlikely production programs will be successful without good management. If agricultural production targets in Ghana are to be achieved, it is essential that there be improvement in management of programs involving the timeliness and systematized flow of inputs to small farms, marketing of agricultural products and

provision of government services and information. It is also necessary to have improved management decisions regarding objectives policies, program planning and resource allocation within the agricultural sector to attain small farm production goals. The management factor is even more significant when attempting to increase production on small farms largely because of scale - that is, there are more requirements for all types of human and physical resources and services due to the increased number of farms involved, broad geographical distribution and greater size of total inputs in the overall effort.

The close relationship between management of agricultural programs and the resultant change in production is clear. However, it is difficult to attribute a specific quantitatively measurable impact of agricultural management training upon production on small farms because of the multiple variables associated with attainment of the same goal. Examples of the effects improved management is expected to have on small farmers included (1) the timely arrival of fertilizer, seed and pesticides to farmers as a direct result of improved accounting procedures, advanced planning and management of the movement of inputs; (2) the appropriate and timely flow of technical information and services to small farmers due to improved supervision of extension personnel; (3) more accurate data and information from the field to the higher level decision makers permitting improved allocation of resources due to a more efficient system of paper flow and communications and (4) a more effective marketing system as a result of improved dissemination of market information and better management of logistical support affecting marketing of farm products.

It is also expected that there will be a closer association of the institutions involved with the project. The MOA will coordinate all aspects of the project and there will be regular contacts and communication among the Ministry, GIMPA and the University of Ghana on matters relevant to the project. Interest has already been expressed by other organizations in the agricultural sector (including banks, boards and corporations) regarding involvement in the DAA and MAA programs and it is anticipated those institutions that participate will benefit greatly from improvement of agricultural management skills. Such broadening of the programs will enhance the relationships among several other institutions in the sector. The various training programs will also do much to improve the cooperation and communication among offices in the MOA and regions. As the training programs become well established, expand and continue on a self-sustaining basis, it is expected they will have a major overall positive impact in the agricultural sector.

## V. Assumptions and Issues

The success of this project is dependent upon several conditions which must be fulfilled prior to fully implementing the project. As discussed earlier, there is a strong commitment on the part of the GOG and MOA to carry out this project and they have already moved forward in designating personnel and other resources toward that goal. During preliminary discussions with Ghanaians concerning the project, most basic issues were negotiated and satisfactorily resolved. The most important assumptions regarding each institution are as follows:

The GOG has had a major problem in retention of well educated, highly motivated officers due to the vast discrepancy in salaries between government employment and quasi-government banks, public boards and corporations independently allowed to set their own salary schedule. The "brain drain" from MOA in recent years has been extensive and it has had a significant impact on the capacity of the Ministry to perform adequately. In July 1974, a GOG White Paper was issued restructuring the Civil Service pay to be comparable to that of the banks, public boards and corporations to neutralize the primary incentive of preferred employment outside the Civil Service. It is assumed there will not be future salary differentiations or other similar incentives to draw trained agricultural managers from the MOA.

At the present time, there is a government regulation requiring that any government employee who has been trained at public expense must return to government work for a minimum period of service. This

regulation has not been enforced. Assurances have been received from the MOA that the enforcement of bonding agreements with employees who have been trained under this program will be carried out.

The Office of Manpower and Training in the MOA has the responsibility for coordination of the project, selection of trainees, placement following completion of training and contribution of required local costs. Selection of trainees will be based on sound professional criteria, post-training assignments will be made to appropriate managerial positions fitting ability to need, and the necessary local cost expenditures will be allocated on a timely basis.

The MOA is currently discussing with the Canadian representatives of CIDA, a Canadian assistance program, to develop extension methodology and techniques through a large scale training effort of extension workers. The Canadian and AID supported training projects directly complement each other and will both address production constraints of small farmers. It is planned that the Canadian project will be organized and initiated in 1975.

The MAA program at the University of Ghana must be approved by the Academic Board and Officials at the Ministry of Education. The Faculty of Agriculture and School of Administration have approved the proposal in principle, and it is expected other necessary approvals will be forthcoming without delay.

Availability of living quarters for trainees has been repeatedly raised by the University of Ghana as a major obstacle to overcome. Facilities on campus for graduate students are now overcrowded. This

issue has not been resolved and it is under discussion between MOA and University officials. While various alternative proposals have been made to deal with the problem the University has committed itself to initiating the MAA program in the fall of 1975, even if it must be done with a reduced enrollment.

There is also a problem of housing for participants in the DAA program at GIMPA. However, plans have been approved and funds budgeted to construct new quarters for 40 trainees. The MOA is working with GIMPA to expedite the construction so that the program can begin on schedule. It is planned that construction will be completed so that the DAA program can begin in the fall of 1975. However, in the event that construction is not completed by that time, assurance has been given that the DAA program will begin in October 1975, but with a reduced number of trainees.

It is anticipated that both AID and GOG inputs for construction of the ARMS training facility at Kumasi will be available on a timely basis so that seminars can commence on schedule. However, if construction of the ARMS facilities is not completed by July 1975, the MOA has committed itself to the identification and utilization of temporary facilities so that the program may begin as scheduled.

Based on earlier discussions, it is expected that qualified instructors will be available from each institution dealing with their principal respective component to assure an appropriate and successful program of instruction is implemented.

## VI. AID INPUTS

### A. Project Management

The AID Development Administration Officer will have responsibility for the managerial functions of planning, organizing, implementing, and coordinating USAID's assistance with the efforts of the Ministry of Agriculture, University of Ghana, and Ghana Institute of Management and Public Administration (GIMPA) to accomplish the objectives of this project. His responsibilities will also include: close advisory relationship to the Manpower Training Office in the MOA; conducts, when necessary, training programs (i.e. ADA and PAO Executive Development Seminars); continually reviews progress and guides project inputs toward successful achievement of project goal; recruits and provides overall supervision of U.S. technicians; and assists in preparation of PIOs for technicians, commodities and participants.

Procedures of A.I.D. re-imbusement to defray costs of the facility for ARMS will be worked out between USAID Controller and GOG. These procedures will be outlined in the PRO/AG. Procurement procedures will also be set forth in the PRO AG.

### B. PASA Technical Assistance

The three components of the project will require a total of 183 man-months of PASA technical assistance with a budgetary requirement of \$992,500.

1. Technical Assistance to ARMS Program  

96 man-months	\$520,000
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Assistance will be given to the Annual Regional Management Seminar Program by supplying to the Manpower Training Office within the MOA two technicians/advisers who have expertise in management training and an

understanding of agriculture/rural development. These technicians will be located in the ARMS facilities in Kumasi. Their responsibilities will include: advisory relationship to the management training institution to be established in Kumasi; assist in developing, designing, conducting and evaluating management training seminars for all managers in each region each year; train Ghanaian seminar leaders; serve as counterpart

to 4 Ghanaian seminar leaders; provide with counterparts management consultancy services to each region; identify and recommend participants for U.S. training and develop their training program.

2. Technical Assistance to DAA Program  
36 man-months \$195,000

AID technical assistance for the Program for Diploma in Agriculture Administration will be the provision of one technician/adviser with a strong background in management training as related to agricultural institutions. This person's responsibilities will include: act as adviser to the Ghana Institute of Management and Public Administration officials involved in the DAA program; counterpart to the course chairman; assist in developing curriculum, designing courses and evaluating the results of the program; train DAA course instructors in teaching methodology and in agricultural management skills; provide approval and necessary guidance to instructors conducting field studies; and identify and recommend participants for U.S. training and develop their training program.

3. Technical Assistance to the MAA Program  
36 man-months \$195,000

One technician/adviser will be provided to the Faculty of Agriculture in the University of Ghana to serve as counterpart to the course chairman of the Masters of Agriculture Administration program. He must have had extensive experience in both Agriculture and Administration facilities in a University. His responsibilities will include: close advisory relationship with the University of Ghana officials involved in the MAA program; assist in developing curriculum, designing courses and evaluating the results of the program; conduct

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regular conferences for instructors of the MAA program to coordinate the overall program and improve the instructional methodology and content; provide approval and necessary guidance to instructors conducting field studies; and identify and recommend the participants for U.S. training and develop their U.S. training program.

4. Technical Assistance/Consultation TDY Services to Project  
 1.5 man-months \$825,000

Short-term consultants (3 man-months per year) will be provided as needed to assure success in all three components of the project and to assist in evaluating the progress of improved management in the MOA. These consultants could assist in designing and/or conducting seminars or courses. They may assist in training potential instructors. Also, they could provide base-line data of management competence, organizational structure and finally, evaluate the program to ascertain if the desired change evolves. If the opportunity arises, consultants could be provided to assist in any re-organization of MOA as requested by the Ghanaian Government

SUMMARY OF TECHNICAL SERVICE (\$000)

Category	75	76	Year (FY)			Total
			77	78	79	
(a) ARMS	130	130	130	65	65	520
(b) DAA	65	65	65			195
(c) MAA	65	65	65			195
(d) TDY	16.5	16.5	16.5	16.5	16.5	82.5
TOTAL	276.5	276.5	276.5	81.5	81.5	992.5

C. Participant Training

This project proposes a total of 168 man-months of U.S. participant training for approximately 28 persons which will require funds of \$210,000. The participant training programmed in this PROP is aimed at improving the capability of Ghanaian instructors to conduct seminars and courses that will result in improved agricultural management and

planning in the MOA. The experience, education and background of each participant will be considered closely before determining the type of training that person will receive. That is, if a potential participant's background is highly agricultural, his training in the U.S. will be aimed at management and training methodology. However, if, as in the case of GIMPA instructors, his education is in administration, basic agricultural related program will be recommended.

SUMMARY OF PARTICIPANT TRAINING (\$000)  
Year (FY)

Category	75		76		77		78		79		Total	
	\$	MM	\$	MM	\$	MM	\$	MM	\$	MM	\$	MM
ARMS	30	24	30	24	30	24					90	72
DAA	15	12	15	12	15	12	7.5	6			52.5	42
MAA	15	12	15	12	15	12	15	12	7.5	6	67.5	54
Total	60	48	60	48	60	48	22.5	18	7.5	6	210.0	168

**D. Commodity Support**

A small component of U.S. provided commodities/amounting to \$68,000 is included in this project to provide each of the three components of the project (ARMS, DAA, and MAA) with a limited response capability for teaching materials, audio-visual equipment, teaching aids, and a minimum library supplement. Included in this category will be the provision of five vehicles for the project --- one for each technician and the AID Development Administration Officer. Proprietary procurement is requested for Chevrolet Carry-All vehicles since parts and services are available in Accra only for this U.S. manufactured product and to continue AID's efforts to standardize vehicle imports into Ghana.

SUMMARY OF COMMODITY SUPPORT (\$000)  
Year (FY)

Category	75	76	77	78	79	Total
<u>AID Dev. Admin. Off.</u>						
a. vehicle	10.0					10.0
b. seminar mat.	1.0	1.0				2.0
<u>ARMS</u>						
a. vehicles	20.0					20.0
b. audio vis. aid	3.0	1.0	1.0			5.0
c. seminar mat.	1.0	1.0	1.0	1.0	1.0	5.0
<u>DAA</u>						
a. vehicle	10.0					10.0
b. aids and lib. supplement	1.0	0.5	0.5			2.0
<u>MAA</u>						
a. vehicle	10.0					10.0
b. aids and lib. supplement	2.0	1.0	0.5	0.5		4.0
Total	58.0	4.5	3.0	1.5	1.0	68.0

E. Other Costs

It is proposed to provide a total of \$169,000 in local costs to assist with the essential project requirements of construction of the ARMS Facility (\$100,000), additional faculty members (\$60,000) and Ghanaian field studies (\$9,000).

1. ARMS Facility - Adequate facilities for the Annual Regional Seminars are not available in Ghana. Therefore, construction of a building in Kumasi on the grounds of the Kwadaso College is necessary. This facility will include 2 classrooms, one auditorium, 4 small conference rooms, 40 individual lodging rooms, a kitchen and dining facilities. The total cost of these facilities (including furnishings) is estimated at U.S. \$200,000. This project will provide a USAID grant of \$100,000 to assist the MOA in early completion of the building. This is a non-recurrent expense. The GOG will also be responsible for all recurrent costs associated with this investment and will provide the required staff support.

## 2. Funding of Additional Faculty Members

The ambitious DAA and MAA programs projected in this project will incur a substantial additional teaching load on GIMPA and the Faculties of Agriculture and of Administration in the University of Ghana. Therefore, AID will assist by initially funding the basic salary of qualified Ghanaian instructors. For the DAA program this project will fund the basic salary of one additional qualified instructor for GIMPA as approved by GIMPA and USAID for the initial three years of the project. The MAA program will be assisted by funding the basic salaries of three additional qualified University of Ghana faculty members as approved by the U. of G. and USAID for the initial three years of the program. Two of these U. of G. faculty members are to be located in the Faculty of Agriculture and one in the School of Administration. All three Ghanaian institutions will fund these instructors after the initial 3 years of the project.

SUMMARY OF FUNDING ADDITIONAL FACULTY MEMBERS (\$000)  
Year (FY)

Category	75	76	77	78	79	Total
DAA	5.0	5.0	5.0			15.0
MAA						
Faculty of Ag.	10.0	10.0	10.0			30.0
School of Admin.	5.0	5.0	5.0			15.0
Total	20.0	20.0	20.0	-	-	60.0

## 3. Field Study Funding

To achieve the goal of improved management in the Ministry of Agriculture, it is essential that all course studies given in the DAA and MAA programs be relevant as possible to the Ghanaian agricultural situation. Therefore, it is necessary that the instructors of these

programs conduct field studies in Ghana as related to their course of study to Ghana --- both social and economic. This project will act as a catalyst to do this by providing funds to be used for conducting field studies and for the instructors' time devoted to the studies.

SUMMARY OF FIELD STUDY FUNDING (\$000)

Category	<u>Year (FY)</u>					Total
	75	76	77	78	79	
DAA	2.0	1.0	1.0			4.0
MAA	2.0	1.0	1.0	1.0		5.0
Total	4.0	2.0	2.0	1.0	0	9.0

OVERALL SUMMARY OF OTHER COSTS (\$000)

Category	<u>Year (FY)</u>					Total
	75	76	77	78	79	
ARMS Facility	100					100
Field Study	4	2	2	1		9
Additional Faculty Members	20	20	20			60
TOTAL	124	22	22	1	-	169

SUMMARY OF AID INPUTS (\$000)

<u>Category</u>	<u>75</u>	<u>76</u>	<u>77</u>	<u>78</u>	<u>79</u>	<u>Total</u>
<b>I. <u>Overall Project</u></b>						
A. AID Development Admin. Officer (DAO)	ADMINISTRATIVE EXPENSE NOT CHARGED TO PROJECT					
B. DAO Support (i.e. housing, office, supplies, etc.)	ADMINISTRATIVE EXPENSE NOT CHARGED TO PROJECT					
C. Commodities	11.0	1.0				12.0
D. Tech. Asst. TDY	16.5	16.5	16.5	16.5	16.5	82.5
<b>II. <u>ARMS Program</u></b>						
A. Technical Asst.	130.0	130.0	130.0	65.0	65.0	520.0
B. Participant Trng.	30.0	30.0	30.0			90.0
C. Commodity Support	24.0	2.0	2.0	1.0	1.0	30.0
D. Local Costs	100.0					100.0
<b>III. <u>DAA Program</u></b>						
A. Technical Asst.	65.0	65.0	65.0			195.0
B. Participant Trng.	15.0	15.0	15.0	7.5		52.5
C. Field Study Funding	2.0	1.0	1.0			4.0
D. Add'l Faculty Mem.	5.0	5.0	5.0			15.0
E. Commodity Support	11.0	0.5	0.5			12.0
<b>IV. <u>MAA Program</u></b>						
A. Technical Asst.	65.0	65.0	65.0			195.0
B. Participant Trng.	15.0	15.0	15.0	15.0	7.5	67.5
C. Field Study Funding	2.0	1.0	1.0	1.0		5.0
D. Add'l Faculty Mem.	15.0	15.0	15.0			45.0
E. Commodity Support	12.0	1.0	0.5	0.5		14.0
<b>TOTAL</b>	<b>518.5</b>	<b>363.0</b>	<b>361.5</b>	<b>106.5</b>	<b>90.0</b>	<b>1,439.5</b>

The Ministry of Agriculture is the focal point for the administration of this project. The Ministry will be responsible for overall coordination and guidance of the project, selection of candidates for training and providing major inputs into the overall program. The MOA collaboration with the University of Ghana and GIMPA is essential for the success of this project. The establishment of a close working relationship among the MOA, University of Ghana and GIMPA in working toward a national goal of increased food production will do much to enhance the capability of each institution.

**A. MOA Inputs**

1. Strengthen the MOA Manpower Training Office whose responsibilities toward this project will include:
  - a. Overall coordination of the entire project including ARMS, DAA, and MAA.
  - b. Competitive selection or designation of trainees/studies as appropriate.
  - c. Establishment of a formal agreement with trainees/students and participants for a minimum period of service with MOA following completion of studies.
  - d. Placement of trainees/students from DAA and MAA programs into responsible managerial positions commensurate with their education and experience.
  - e. Development of a plan to recommend utilizing DAA program as a vehicle to promote Senior, Principal and Chief Technical Officers to Agricultural Officer level.

## 2. ARMS Program

- a. Provide funds (beyond \$100,000 AID grant) for construction and furnishings of facilities for ARMS program near Kumasi.
- b. Provide four professional staff members as instructors at ARMS.
- c. Provide salary and training expenses for all instructors and trainees, including travel expenses.
- d. Designate all regional managers (STOs through ADAs) to participate in seminar once per year.
- e. Provide seminar leaders as required.
- f. Fund outside instructors as required.
- g. Provide teaching materials as needed.

## 3. DAA Program

- a. Program coordination and trainee selection.
- b. Provide salary and full tuition fees for trainees including travel expenses.
- c. Make executive staff available periodically as seminar leaders (e.g. MOA Executive Discussions Seminar).

## 4. MAA Program

- a. Program coordination.
- b. Provide salary and full tuition fees for students, including travel expenses.
- c. Select students on a competitive basis in collaboration with the Professor-in-Charge of the program.

## B. GIMPA Inputs

### 1. ARMS Program

- a. Provide qualified seminar leaders as required.

## 2. DAA Program

- a. Designate course chairman who will serve as counterpart to the U.S. Advisor.
- b. Provide adequate living quarters, classrooms and teaching facilities for 25 participants. (This includes expediting the construction of the planned annex to GIMPA for 40 more rooms)
- c. Provide qualified faculty as required.
- d. Provide funding for outside instructors.
- e. Arrange for field trips and observation tours.
- f. Develop, with assistance of U.S. Advisor, curriculum, course content and logistics for successful implementation of program.

## 3. MAA Program

- a. Make available qualified instructors as required.
- b. Provide access to library facilities for MAA students and faculty.

## C. University of Ghana Inputs

## 1. ARMS Program

- a. Provide qualified seminar leaders as required.

## 2. DAA Program

- a. Make available qualified faculty as required.

## 3. MAA Program

- a. Establish MAA program as an integral part of the University graduate program.
- b. Designate a Professor-in-Charge of MAA program to be located in the Faculty of Agriculture who will serve as counterpart to the U.S. adviser.

- c. Provide adequate living quarters, classrooms and teaching facilities for 12-15 students per year. (A total of 25-30 students at any one time during the 2 year course)
- d. Faculty of Agriculture shall provide qualified faculty as required and work with U.S. adviser in developing the curriculum, course content and teaching methodology.
- e. Faculty of Agriculture shall provide funding for outside instruction per University regulations.
- f. Faculty of Agriculture shall be responsible for administration of academic standards and requirements.
- g. School of Administration shall provide qualified faculty as required.

#### SUMMARY OF GOG CONTRIBUTION TO PROJECT

In determining the cost contribution of the GOG to this project, it was decided to only include those costs from the Ministry of Agriculture as the costs to GIMPA and University of Ghana will be defrayed by the MOA through payments of tuition, lodging, etc. directly to these two institutions.

We estimate the GOG's contribution to be \$2,126,000, equal to 148% of the total project costs over the period of active A.I.D. involvement. GOG will provide a written assurance to this effect prior to or as part of the project agreement.

**SUMMARY TABLE OF GOG CONTRIBUTIONS TO PROJECT**  
Year (FY) - (\$000)

Category	75	76	77	78	79	Total
<b>A. MOA Manpower Trng Office</b>						
1. Staffing	17.2	17.2	17.2	17.2	17.2	86.0
2. Physical*	32.0	28.0	28.0	28.0	28.0	144.0
<b>B. ARMS</b>						
1. Building & Furn.	100.0					100.0
2. Instructors	17.2	17.2	17.2	17.2	17.2	86.0
3. Support Staff	11.0	11.0	11.0	11.0	11.0	55.0
4. Trainees Expense (Salary, travel & Trng Expenses)	93.0	93.0	93.0	93.0	93.0	465.0
5. Salary AID Partic.	7.0	7.0	7.0			21.0
<b>C. DAA</b>						
1. Training Fees	68.0	68.0	68.0	68.0	68.0	340.0
2. Salary & Trav. Ex. of Trainees	65.0	65.0	65.0	65.0	65.0	325.0
<b>D. MAA</b>						
1. Tuition, Bd. & Ftn.	11.0	22.0	22.0	22.0	22.0	99.0
2. Salary & Travel Ex.	45.0	90.0	90.0	90.0	90.0	405.0
<b>TOTAL</b>	<b>466.4</b>	<b>418.4</b>	<b>418.4</b>	<b>411.4</b>	<b>411.4</b>	<b>2,126.0</b>

\* GOG physical inputs include the cost of maintenance, drivers and operation of the five vehicles provided under the project. The receiving institutions (MOA, GIMPA, University of Ghana) will provide full funding for these expenses.

### VIII. Project Evaluation

Due to the nature of this project, it is proposed that two independent evaluations of this project be conducted, one after two years and one at the end of the project. They would be carried out by an objective team composed of non-mission personnel. Funding is provided for as costs for consultation.

It is expected the evaluations would be guided by terms of reference established by the team, but appropriate consideration needs to be given the differences due to the various project components. Criteria for evaluation should be based upon statements in the log framework matrix especially the outputs and inputs. It is also important to determine if institutional commitments were met on a timely basis as presented in the Assumptions and Issues section. Based on the results of the two year evaluation, modifications of the project should be made as necessary.

Baseline data of managerial capability and organizational survey of MOA will be developed by AID funded technicians at the offset of their tour of duty. This data is necessary to develop meaningful training program content and can also be beneficially used in the evaluation process.

### IX. Role of Women

The role and equal opportunity for women according to the Percy Amendment has been discussed with the MOA and assurances have been received that women will receive equal opportunity for participation in the various project components. Since Ghanaian women play a key role in agricultural production and marketing, they will benefit significantly from improved management of agricultural programs.

ANNEXES I, II, III, IV, and V

## ANNEX 1

July 23, 1974

### NECESSARY INGREDIENTS OF A PROGRAM OF "MANAGEMENT IMPROVEMENT" IN AN ORGANIZATION

W.B. Berg

#### I. Immediate and Wide Impact Approach

##### A. In-Service Management Skills Seminars

The problem of management and organizations being an obstacle to development is not one just recently recognized. AID has in former years in many countries tried to assist developing countries in overcoming these obstacles. However, the results have not noticeably produced the desired results. We have, in many cases, assisted in establishing Institutes of Public Administration that were designed for students that probably would not become managers for many years. These Institutes are highly academic and do very little in providing the skills necessary to become a good manager. Also, many of the students of such Institutes do not become managers for quite a few years after graduation and have therefore forgotten much of what they learned in the Institute. AID has also sent individuals abroad and to regional or in-country management training programs to be trained as better managers. However, these individuals return to their respective ministries only to find that the Ministry has not changed and the individual alone can have little effect, even if well-trained, on the improvement of management in his own ministry.

There is an approach that can have immediate impact on management improvement in an organization --- but it must have all of the following ingredients:

1. One-organization Training

The only really effective known approach which produces immediate results is that of concentration of training of all managers, from top to bottom, within one organization. By locking co-managers from the same organization (Ministry, Department, Project, Region, etc.), up in a seminar room together: problems can be discussed; new management techniques presented, discussed and either adopted/, adapted/ or rejected; specific objectives of the organization determined, agreed upon, planned and programmed; teamwork established, coordination greatly improved; and a distinct improvement in each individual's management capability.

As a result of the 'one-organization' approach each manager now speaks the same language of management as the rest of the organization and he now knows what he can do, can't do, and what is expected of him. Through the 'one-organization' approach planning cannot only be taught, but practiced -- not with hypothetical case studies, but actual planning for the organization for a given period of time can take place. Each trainee is then a part of the plan and he can then program his responsibility to carry out the plan to meet the pre-determined objective. These plans can then be reviewed and criticised and often improved upon by the rest of the group.

So, the 'one-organization' approach is really more than just a training seminar. It is an opportunity for co-managers that work within the same framework to learn and discuss together their working relationships, their on-the-job managerial behavior, their work plans, and the limits within which they can work, coordinate and cooperate.

## 2. Training By and For the Organization

Management In-Service Training must be aimed at 'changing' -- hopefully, a change for the better. For if, at the end of a seminar no change takes place, the time of the seminar leaders, and of the managers and of the organization has been wasted. An organization cannot afford to be in the charity business of just educating its staff. It must expect and receive change.

Too often when managers are sent to an institution outside of its organization for training, the trainees, whether true or not, assume it is an academic exercise. However, if the training is done by the Ministry itself, it is at least implied that what is taught is expected to be used. This can make a real difference in the learning, that is change, that takes place after a seminar.

## 3. Top to Bottom Training

Invariably in any management training program I have received the comment "this seminar is good --- my boss should take it." As managers it is much more comfortable when discussing methods and techniques of management to relate them to how our boss is managing

(or mis-managing) us rather than how we are managing our subordinates. Management training, starting at the top, removes this obstacle. Also, there is the obvious fact that top managers need management training more than lower management -- the higher the position, the higher the decisions/responsibilities and thus the higher cost of poor decisions and poor management. Finally, top management cannot and does not really support management training until they understand exactly what their subordinates are trained to do. If top management does not know what their subordinates are being trained to do, they probably will not allow them the responsibility they are being trained for.

4. Training Must be Experiential and provide trainees with tools of better management. As mentioned earlier, management in-service training must be aimed at immediate change. The only way this can be done is by maximizing the participation of the trainees during the seminar. While theories, principles and lectures are necessary, tools of management must be provided so that the trainees can practice using them while in the seminar. For every hour of lecture, there must be at least 3 hours provided for the trainee to practice using the theories and principles of management. Wide use of management games, role-playing, case studies, individual planning and group discussions must be used. We learn best by 'doing' that which is to be learned.

5. Results Must be Expected and Evaluated

Too often training programs are conducted and learning or results assumed. Methods must be used to force desirable results. Not doing this is like a salesman giving a sales-pitch and then not asking for the order. Trainers must ask for the order. Examples include: Each trainee's objectives for the coming year and his work-plan that he has developed in the seminar should be reproduced and given to the boss of the trainee. Also, at the completion of the seminar, each trainee should be asked to write "what I will do differently on-my job as a direct result of this training". These should be collected and given to the trainees boss. These tools provide the boss and the training unit with a basis for evaluation. That is, simply, did he accomplish the objectives he established and did he manage differently as he stated? Without these methods organizations can only assume change and never really know for certain if the training was worthwhile.

ANNEX II

September 19, 1974

AGRICULTURE MANAGEMENT DEVELOPMENT PROJECT

The Ministry of Agriculture has recognized the need to continue to improve its ability to manage the agricultural resources of Ghana. Increased agricultural production, especially through small farmers, is dependent upon improved use and allocation of agricultural sector resources. This goal can only be achieved through continuing improvement in the planning skills and managerial techniques used in agricultural programs.

The Ministry of Agriculture has requested the U.S.A.I.D. to assist in the development of an agriculture management training project to help fulfill this critical need. The following proposed project would assure an infusion of well qualified managers in the short-run while developing the managerial capacity of the MOA agricultural administrators in the long-run. The entire project is focused upon the practical needs of agricultural managers at all levels in the MOA.

The proposed project is scheduled to last for a total of five years. It consists of the following three basic components:

1. Agriculture Regional Management Seminars (ARMS) for 2 week continuous in-service training seminars.
2. Diploma in Agricultural Administration (DAA) for a 9-12 month intensive management course.
3. Master of Agricultural Administration (MAA) for a 2-year graduate level degree program.

The Ministry of Agriculture is the focal point for administration of this project. The Ministry will be responsible for overall coordination and guidance of the project, selection of candidates for training and providing major inputs into the overall program. The MOA collaboration with the University of Ghana and GIMPA is essential for the success of this project. The establishment of a close working relationship among the MOA, University of Ghana and GIMPA in working toward a national goal of increased food production will do much to enhance the capability of each institution.

The USAID will provide a Development Administration Officer(DAO), in addition to other technicians and inputs provided in the proposal. The DAO has the responsibility to work closely with the office within the MOA that coordinates the overall three component program. He will also serve as a counterpart to that office director. In addition, the

DAO will lead a special seminar for those with teaching responsibilities. The USAID views this project as an essential step toward achieving the goals of the Ghanaian agricultural sector.

The attached papers include suggested course content or curriculum of each project component. It must be emphasized that these are described only for discussion purposes and in no way should they be interpreted as being the final component course content.

## PROPOSAL FOR AGRICULTURAL REGIONAL MANAGEMENT SEMINARS (ARMS)

### I. Purpose

The course is designed to provide basic skills required for effective management of agricultural programs by middle-level officials of the MOA assigned to the regions. This will be carried out through continuous short-term in-service management seminars.

### II. Organization and Requirements

- Two special Executive Development Seminars (one for ADAs and one for PAOs) for two weeks each will be held initially to acquaint higher-level officials with the nature of the program as well as develop managerial skills.
- The two week in-service management seminars will be conducted annually for each region.
- Seminars will be located at Kwadaso near Kumasi upon completion of construction of adequate facilities.
- Instruction will initially be a joint effort by MOA and USAID and supplemented by GIMPA as required.
- Facilities will be adequate for two seminars concurrently with 20 participants in each seminar.

### III. Course Content

Each year a seminar will be designed to improve the managerial/planning skills of the regional managers. New tools of management will be introduced and practiced as determined by specific needs of the regional personnel. To promote annual planning and work plans, the concept of Management by Objection will be used yearly.

## PROPOSAL FOR DIPLOMA OF AGRICULTURAL ADMINISTRATION (DAA) PROGRAM

### I. Purpose

The course is designed to provide skills required for effective management of agricultural programs by mid-career officials in the Ministry of Agriculture (MOA) who are unable to participate in a graduate degree program.

### II. Organization and Requirements

- The course will be located at GIMPA.
- Instruction will be provided by GIMPA supplemented by the University of Ghana as required.
- The 9 to 12 month course will have a limited class size of 25 participants per year.
- Enrollment will be available to qualified officials of the MOA at the position levels of STO, PTO, CTO, AO and PAO with or without, a bachelor degree.
- The course will not have examinations.

### III. Course Content

#### - Management Skills

Includes such skills as identification of various management styles, delegation of authority, supervising, directing, planning, organizing, controlling, communicating, group dynamics, team work and consultation techniques.

#### - Motivation and Productivity

Includes study of Maslow, Herzberg and McGregor involving job enrichment and satisfaction, as well as methods of motivation to help achieve increased productivity.

#### - Management Methods and Systems

Use of management by objectives to determine goals, set priorities, determine needs to achieve objectives, identification of constraints, alternative methods to alleviate constraints, resources and inputs required and how to use them.

### Management Problems Seminar

Case study of management problems knowledgeable to course participants. Includes problem analysis, presentation and discussion by group.

### Applied Agricultural Economic and Social Development

A macro view of elements necessary to attain national goals. Includes place of agricultural goals in national priorities, relationship of agriculture to social and economic facets of the society, linkages to other sectors of the economy such as health, education, urban and other significant relationships such as employment, exports, imports, taxes and farm credit.

### Applied Statistics and Data Analysis

Utilization of available data and information for management decisions. Includes how to read, interpret and analyze field and research reports, bank and government statistics, and external donor reports.

### Management of Extension Programs

Development of plan of work including organization of a management information system incorporating a feedback and exchange mechanism. Plan of work should be related to participant's own office. It should include field trips to observe situations in various districts.

### MOA Executive Discussions

At initial meeting, Commissioner of Agriculture or Director of Agriculture present the purposes and priorities established by the MOA and the general approach that will be used to attain them. Subsequent meetings would include similar presentations by Deputy Directors regarding their departments and Assistant Directors concerning their respective regions. All one hour presentations would be followed by one hour of discussion or questions and answers.

### Two Week Foreign Observation Tour

(For example, Kenya, Tanzania or Nigeria)

PROPOSAL FOR MASTER OF AGRICULTURAL ADMINISTRATION (MAA) PROGRAM

I. Purpose

The program is designed to provide post-graduate level skills required for effective management of agricultural programs and enterprises by high level agricultural administrators in the MOA and other agricultural organizations. Satisfactory completion of the course of study will lead to the degree of Master of Agricultural Administration.

II. Organization and Requirements

- The course of study will be located within the Faculty of Agriculture, University of Ghana at Legon.
- Instruction will be provided by the University of Ghana supplemented by GIMPA as required.
- The 2-year course will have an initial class size of 12-15 students per year (total of 25-30 students.)
- Enrollment will be available on a first priority basis to qualified officials of the MOA. Other students enrollment shall be as deemed by the University of Ghana.
- There will not be a thesis required for this program; however, research papers or management consultation and analysis shall be required which contain the equivalent quality standards and rigor of a thesis.
- The program includes 45 semester hours of course work and the equivalent of 6 semester hours of research papers or management consultation and analysis.
- There shall be a basic course requirement of 39 semester hours for all MAA students (including the equivalent of 6 semester hours of research papers or management consultation and analysis) and the choice of one of two available options to complete the additional 12 semester hours required.

III. Course Content

Basic Requirements

- (3) The Management Process

Examination of the process of management and the nature and impact of its individual principles upon the management task.

- (3) Motivation and Productivity
 

Examination of alternative methods of improving human motivation and productivity and alternative systems for recognizing and equitably rewarding improved performance.
- (2) Public Relations for Agricultural Enterprises and Agencies
 

Objectives of public relations programs, methods for achieving objectives and alternative ways of evaluating the impact of public relations programs.
- (3) Agricultural Development and Planning
 

The role of planning in a developing agricultural economy. Data needs for effective planning, assessment of objectives and alternatives. Impact of agricultural development upon individual farms, the rural economy, and the industrial base.
- (3) Micro economics
 

Economics of the firm including marginal analysis, production functions, cost and revenue functions
- (3) Macroeconomics
 

Demand and supply functions, competitive models (competition, monopoly, oligopoly), economic equilibrium, wages, savings, investment and income theory.
- (2) Elements of Statistics
 

Basic statistical principles and methods, regression, analysis of variance, deviation and chi square. Statistical tests and their meaning, probability theory, sampling methods and basic experimental design.
- (1) Statistics for Administrators
 

Application and interpretation of most widely used statistical measurements for administrators.
- (3) Modern Management
 

Principles and styles of management, delegating, organizing, coordinating, leading and controlling in agriculturally related organizations.

- (3) Accounting I
  - Basic accounting procedures and systems, cost centers, cash flow, operating statements, balance sheets.
- (3) Agriculture Business Law
  - Basic legal codes regulating commercial activities in agricultural production, processing and distribution related to agricultural labor, contracts, land use, ownership, partnership and cooperatives.
- (2) Rural Credit
  - Need for and use of credit for agricultural development, systems for making credit available, supervision requirements, credit counselling for lenders and borrowers.
- (1) Seminar on Agricultural Cooperatives.
- (1) Seminar for Agricultural Consultants.
- (6) Six semester hours equivalent for two major papers or serve three months as a consultant to an agency or commercial enterprise and prepare an analysis of the management systems with recommendations for improvement.

Option No. 1

- (3) Development Economics and Administration
  - Assessment of alternative development schemes and examination of administration requirements and systems needed to manage public development projects.
- (3) Local Government Organization and Functions
  - Examination of local government organization as related to its functions and objectives.
- (3) Computer Science
  - Use of computers for alternative policy choices, routine agency operations and data retrieval systems.
- (3) Quantitative Management Systems
  - Data needs and organization for effective enterprise management including management tools such as PERT, management by objectives, organization and management and work simplification.

Option No. 2

## - (3) Farm Management

Basic management tools for resource allocation, production planning and evaluating profitability.

## - (3) Price Analysis and Economic Forecasting

Factors affecting commodity prices, nature of price, supply and demand changes for major commodities. Basic data needs and analysis methods for economic forecasting.

## - (3) Accounting II

Continuation of Accounting I with elaboration of cost accounting systems and use of accounting data as a management tool.

## (3) Marketing and Supply Management

Domestic and export marketing of agricultural products, logistics and management of input supply systems, economic considerations in the integration of marketing and supply systems.

ANNEX III

References Used in Design of Project

Ghana Institute of Management and Public Administration Calendar  
1973-74

University of Ghana Catalog 1973-74

A Study of the Organization, Manpower Development and Training of  
of the Ministry of Agriculture by M. O. Watkins, PhD and  
Horatio Mends, June, 1974

PPP (Preliminary Project Proposal) and related documents

Scope of Work Design Study Team

GOG Report of the Salary Review Committee

ANNEX IV

Abbreviations Used In PROP

- ADA - Assistant Director of Agriculture
- AID - Agency for International Development
- AID/W - Agency for International Development in Washington
- AO - Agriculture Officer
- ARMS - Agriculture Regional Management Seminars
- CAO - Chief Agricultural Officer
- CIDA - Canadian International Development Agency
- DAA - Diploma of Agricultural Administration
- DAO - Development Administration Offices (AID)
- GIMPA - Ghana Institute of Management and Public Administration
- GOG - Government of Ghana
- MAA - Masters of Agricultural Administration
- PAO - Principal Agricultural Officer
- PASA - Participating Agency Service Agreement
- PIO/C - Project Implementation Order/Commodities
- PIO/T - Project Implementation Order/Technicians
- PRO/AG - Project Agreement
- PTO - Principal Technical Officer
- REDSO - Regional Economic Development Services Office
- SAO - Senior Agricultural Officer
- STO - Senior Technical Officer
- TO - Technical Officer
- U of G - University of Ghana
- USAID - United States Agency for International Development

PROCUREMENT SOURCE AND OTHER WAIVERSI. Waivers Required

The PROP face sheet and continuation list the following requested waivers and contain the necessary certifications to effect such waivers.

A. Source Waiver. A procurement source waiver from Geographic Code 000 (U.S.) to Geographic Code 935 (including Ghana) for materials, supplies and commodity-related services for construction of facilities for carrying out the Annual Regional Management Seminars (ARMS). The cost of construction of these facilities is expected to be \$150,000, of which AID will provide \$100,000 with the balance construction cost plus cost of furnishings (\$50,000) to be borne by the GOG. Total cost will consist of local cost, local labor, local currency procurement and local off the shelf items.

B. A Waiver of AID policy as set forth in M.O. 1412.1, in order to permit procurement of AID funded services from local and Free World firms in equal preference to U.S. firms, U.S. controlled local firms, and/or joint ventures of such firms.

II. Justification for Source Waiver for Construction of ARMS Facilities.A. Summary Waiver Information:

Cooperating Country: GHANA

Authorizing Document: PROP (attached)

Project: Agriculture Management Development

Nature of Funding: Grant

Description of Goods: Construction supplies, materials and  
commodity-related service

Approximate Total Value: \$150,000

Probable Source: Ghana

**B. Discussion:** This request for a waiver is based on the following conditions and situation. The contractual arrangements for construction of the ARMS facilities will be based on a fixed price contract. Although some construction materials are not manufactured in Ghana, all necessary items are available in Ghana from the shelf. Some required materials are processed and produced in Ghana with varying percentages of eligible source componentry.

Standardization requirements in many instances make use of U.S. manufactured commodities impractical. Most commonly, the necessary materials are either imported from the United Kingdom or manufactured in accordance with British size and unit measurements, which are incompatible with U.S. standards. It is essential for purposes of maintenance, service and repair that the construction be done using materials for which replacement parts, service and repair facilities are readily available in Ghana. Presently, such parts, maintenance and repair service are available in Ghana for British standard commodities.

Furthermore, considering the relatively small quantities of materials required and the transport expenses from the U.S., delivered prices of U.S. manufactured items would undoubtedly substantially exceed the delivered prices from the proposed local source of supply. Moreover, lead time and delivery time for U.S. procurement would also seriously affect project implementation. It would be extremely difficult to construct the building if the contractor were required to use only eligible source materials, most or possibly all of which he would have to make his own import arrangements, resulting in excessive delays that would severely impair the implementation of the project.

Another factor that must be considered is that the GOG is contributing one-third of the total cost of the building. If the furnishings are

included, the GOG contribution is equivalent to one-half of the extra cost.

It is expected that guidelines will be followed as stated in AIDTO Circular A-513 "Use of Fixed Amount Reimbursement Method for Local Cost Financing." The source waiver requested is a blanket waiver that all Ghanaian off-shelf items are considered local 935 costs.

It is expected that none of the equipment or materials required for the construction will be imported into Ghana specifically for this project. However, AID Regulation 1, invoked by paragraph F of the ProAg Standard Provisions Annex, requires in Section 201.11 (b) that commodities, to be eligible for AID financing must have been "...mined, grown, or through manufacturing, processing, or assembly produced in a source country authorized in the implementing document." Therefore, this waiver request must be to AID Geographic Code 935.

C. Primary Justification. Procurement from the U.S. of the small quantities of supplies, materials and commodity-related services involved in the proposed construction would result in disproportionate delays in project implementation, in creating serious problems of incompatibility with local standards and specifications, and in substantially and unnecessarily increasing the cost of these items as well as the management burden placed on the USAID.

**III. Justification for Waiver of AID Policy Set Forth in M.O. 1412**

This request for a waiver is based on the following:

1. The amounts involved for construction of facilities for the ARMS program (\$150,000) is so small that it is unrealistic based on past experience to expect U.S. construction firms normally eligible under AID rules to be interested in bidding on or available for this construction.
2. The amount of construction is far less than that for which a U.S. construction contractor would be willing to mobilize from the U.S. In addition there are no U.S. construction contractors presently registered or doing business in Ghana.
3. Qualified locally registered firms are available to perform the required construction. After consultation with the GOG USAID has determined necessity to move ahead as rapidly as possible in order to have ARMS facility ready for seminars scheduled for July 1975. A contract for local construction will be negotiated by the GOG after obtaining a reasonable number of proposals from local contractors.
4. The interest of the U.S. will therefore be best served by authorizing the procurement of the described services from local and Free World firms in equal preference with U.S. firms, U.S.-controlled firms, and joint ventures of such firms. It is not considered reasonable or appropriate to require the advertisement in the U.S. of the construction work to be undertaken in this project and in addition local advertising is not required for reasons stated in #3 above.