

6410070 (5)
 AD-ADD-22

DEPARTMENT OF AGRICULTURE
 OFFICE FOR INTERNATIONAL DEVELOPMENT

PROJECT NAME: **AGRICULTURAL MANAGEMENT DEVELOPMENT**

1. Country Code: **USAID**

2. Agency/Activity No. and Title: **USAID-ADD-22**

3. Date of Report: **9/1/75**

4. Organizational Unit: ADD-22	5. Activity Title: AGRICULTURAL MANAGEMENT DEVELOPMENT	6. Date of Report: 9/1/75																				
7. Title of Report: AGRICULTURAL MANAGEMENT DEVELOPMENT	8. Author: ADD-22	9. Date of Report: 9/1/75																				
10. Type of Report: Final Report	11. Period of Report: 8/1/75	12. Date of Report: 9/1/75																				
<table border="1"> <thead> <tr> <th>Category</th> <th>1. Number of Copies</th> <th>2. Amount</th> <th>3. Source</th> <th>4. Total in Piles</th> </tr> </thead> <tbody> <tr> <td>a. All Reports</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>b. Other</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>c. Total</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>			Category	1. Number of Copies	2. Amount	3. Source	4. Total in Piles	a. All Reports					b. Other					c. Total				
Category	1. Number of Copies	2. Amount	3. Source	4. Total in Piles																		
a. All Reports																						
b. Other																						
c. Total																						

Name of responsible official: *[Signature]*
 Title: *[Title]*
 Agency: *[Agency]*

13. Summary: **AGRICULTURAL MANAGEMENT DEVELOPMENT**

This report summarizes the results of the first year of the Agricultural Management Development project. The project is designed to provide the services of a management development and agricultural management development specialists to agriculturalists in the Ministry of Agriculture, the University of Ghana, and the Ghana Institute of Management and Public Administration in the Department of Management in the Ministry of Agriculture through management development training programs. Funding for the first 24 months of the first 24-month commitment is provided in this memorandum. The details of funding requirements will be provided in subsequent years.

14. Date of Report: 9/1/75	15. Date of Report: 9/1/75	16. Date of Report: 9/1/75
17. Date of Report: 9/1/75	18. Date of Report: 9/1/75	19. Date of Report: 9/1/75

20. Date of Report: **9/1/75**

21. Date of Report: **9/1/75**

[Signatures and Dates]

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

Voluntary Issuance

F13/T

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

Executing Agency
GHANA

PROJ No.
641-070-2-50033

Project/Activity No. and Title
641-11-110 070

Agriculture Management Development

STATE OF WORK

28. Scope of Technical Services

A. Objective for which the Technical Services are to be used,
To develop self-sustaining indigenous agricultural management capability which
will lead to improved planning, allocation and utilization of agricultural
sector resources.

Description

To accomplish above objective, technical assistance will be provided under this
order for three project components, that is, two management development
specialists to the Annual Regional Management Seminars (ARMS) Program in Kumasi;
one agricultural management specialist to the Diploma in Agriculture Administration
(DAA) Program at the Ghana Institute of Management and Public Administration
(GIMPA) in Accra; and one academician with experience in both administration
and agriculture for the Masters in Agricultural Administration (MAA) Program
in Accra. Below is the separate descriptions of their expected duties and job
functions:

(Cont'd Page 748)

B. Positions

(a) No. Positions	(b) Position Field	(c) Grade and/or Salary	(d) Duration of Assignment (in months)
a) 2	Management Development/ Management Consultants	GS 15	48 months
b) 1	Agricultural Management Development Specialist	GS 15	48 "
c) 1	Academic Agricultural Administration	GS 15	48 "

(d) Duty Station and Duration of Technical Services

A) above - Kumasi, Ghana; B) and C) above - Accra.

(e) REQUIREMENTS, Language Requirements

None

(f) Access to Classified Information

Not required

(g) Dependence

Yes

No

Be Permitted to Accompany Technicians (long term)

C. Financing Costs of Technical Services

(a) By AID - \$ 235,000

(b) By Cooperating Country -

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

 Worksheet Issuance

PAGE 3 OF 8 PAGES

PIO/T

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

Cooperating Country

GHANA

PIO/T No.

641-070-2-50033

Project/Activity No. and Title

641-11-110-070

Agriculture Management Development

22. Equipment and Supplies (Related to the services described in Block 21 and to be procured outside the Cooperating Country by the supplier of these services)

A. (1) Quantity

(2) Description

(3) Estimated Costs

None

B. Financing Costs of Equipment and Supplies

(1) By AID - \$

(2) By Cooperating Country --

23. Instructions to Authorized Agent

24. Special Provisions

This PIO/T is subject to AID (contracting) (FASA implementation) regulations.

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

Worksheet Invoice

PAGE 4 OF 8 PAGES

PID/T

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

Cooperating Country
GHANA

PID/T No.
641-070-2-50033

Project/Activity No. and Title

641-11-110-070
Agriculture Management Development

25. ~~XXXXXXXXXXXXXXXXXXXX~~ (Indicate type, content and format of reports required, including language to be used if other than English, frequency or timing of reports and any special requirements). Reports by Contractor or Participating Agency.

Each long-term specialist and their counterparts will jointly prepare a semi-annual report of their activities to be submitted to the Ministry of Agriculture and USAID outlining their project progress and activities, a work plan for the subsequent reporting period and resource requirements (financial, human, physical) needed for project implementation. Annually there will be a joint evaluation of the project by USAID and the Ministry of Agriculture apart from the report outlined above.

26. ~~XXXXXXXXXXXXXXXXXXXX~~ Background Information (Additional information useful to Acquisition Agent and Prospective ~~XXXXXXXXXXXXXXXXXXXX~~ Contractors or Participating Agency; if necessary cross reference Block 19-C(1) above.)

a ERDP - Ghana Agriculture Management Development Project

27. Relationships of Supplier to Cooperating Country and to AID.

A. Relationships and Responsibilities: The specialists will be responsible to the Mission Director or his appointed designee, the Development Administration Officer.

B. Cooperating Country Liaison Official (Overall Project)
Director of Agriculture, Ministry of Agriculture or his designee, the Assistant Director for the Office of Manpower and Training in the MOA.

C. AID Liaison Official
Director of the USAID Mission to Ghana, who appoints the Development Administration Officer as his representative.

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

 Workshop Issuance

PAGE 5 OF 8 PAGES

PIO/T

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

Cooperating Country

GHANA

PIO/T No.

641-070-2-50033

Project/Activity No. and Title

641-11-110-070

Agriculture Management Development

LOGISTIC SUPPORT

20. Provisions for Logistic Support	In Kind Supplied By		From Local Currency Supplied By	
	AID	Cooperating Country	AID	Cooperating Country
A. Specific Items (Insert "X" in applicable column at right. If entry needs qualification, insert asterisk and explain below in C. "Comments")				
(1) Office Space		X		
(2) Office Equipment		X		
(3) Housing and Utilities 1/		X		X
(4) Furniture 1/				X
(5) Household Equipment (Stoves, Refrig., etc.) 2/	X			
(6) Transportation in Cooperating Country 3/	X	X		
(7) Interpreter Services				
(8) Secretarial Services		X		
(9) Project Vehicles 3/	X			
(10) Vehicle Operation and Maintenance 3/		X		
(11)				
(12)				
(13)				
(14)				
(15)				

B. Additional Facilities Available From Other Sources

The long-term specialists (4) will be accorded by USAID the same rights and privileges as accorded to regular AID employees, and on that basis will apply to the Government of Ghana for the granting of duty-free privileges and such courtesies as granted to regular AID employees.

C. Comments

- 1/ The Ministry of Agriculture, the University of Ghana, and the Ghana Institute of Management and Public Administration will locate and provide housing and furnishings for each of their respective AID-funded technicians or as an alternative, make a budget allocation of \$9,000 the first year and \$6,000 each succeeding year.
- 2/ Household equipment will include one stove, refrigerator, washing machine, freezer, dryer and one air conditioner for each occupied bedroom and living area. USAID will be responsible for the maintenance of such equipment located in Accra, and will provide reimbursement for maintenance of equipment located in Kumasi.
- 3/ The project will purchase a project vehicle for each long-term specialist. Title to the vehicle will be with their respective organization (MOA - 2;

(Con'd. on Page 800)

AID 1200-1 (7-69)	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	<input type="checkbox"/> Worksheet	<input type="checkbox"/> Issuance	PAGE 6 OF 8 PAGES
		1. Cooperating Country GHANA	2. Code No.	
CONTINUATION SHEET	TITLE OF FORM PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	2a. Effective Date	2b. Amendment <input type="checkbox"/> Original <input type="checkbox"/> OR <input type="checkbox"/> Not	
FORM SYMBOL		3. Project/Activity No. and Title 64-11-110-070 Agriculture Management Development		
PIO/T	Use this form to complete the information required in any block of a PID or PA/PR form.			
Indicate block numbers.				

MANAGEMENT DEVELOPMENT SPECIALISTS

Funding for the first 12 months (FY 75, 3 months; FY 76, 9 months) on a first 24-month PASA:

	<u>Accra Based</u>	<u>Kumasi Based</u>
Salary (base \$28,000)	\$28,000	\$28,000
Differential (@ 20% Accra, 25% Kumasi)	5,600	7,000
Retirement (7% of base)	<u>1,960</u>	<u>1,960</u>
Sub-total	35,560	36,960
Travel to Post	4,000	4,200
TRF of things	4,500	5,000
Airfreight	<u>2,000</u>	<u>2,000</u>
Sub-total	10,500	11,300
Total	46,060	48,260
PASA Overhead @ 25%	<u>11,515</u>	<u>12,065</u>
	57,575	60,325
Two (2) specialists based Accra	= 115,150	
Two (2) specialists based Kumasi		= 120,650
PASA Total 4 specialists	= 235,800	

Block 28

Block 28 C - Comments -- Continued from Page 5.

OMTA - 1, University of Ghana-1, which will be responsible for licensing, registering and purchasing insurance for the vehicle. Each organization will also provide the maintenance and operational costs to these vehicles including a driver when required. However, air-travel in-country and per diem when on official in-country travel status will be provided by USAID in accordance with existing AID regulations at the time of travel.

AID 1300-1 (7-69)	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	<input type="checkbox"/> Worksheet	<input type="checkbox"/> Invoice	PAGE <u> </u> OF <u> </u> PAGES
		1. Cooperating Country GHANA		2.a. Code No.
CONTINUATION SHEET	TITLE OF FORM	2.b. Effective Date		2.c. <input checked="" type="checkbox"/> Original OR <input type="checkbox"/> Amendment
FORM SYMBOL		PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	3. Project/Activity No. and Title 641-11-110-070 Agriculture Management Development	
PIO/T				

Indicate block numbers.
Block 1

Use this form to complete the information required in any block of a PIO or PA/PR form.

1. Assistance will be given to the Annual Regional Management Seminar Program by supplying to the Manpower Training Office within the MOA two technicians/advisors 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 2 week-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. AID technical assistance for the Pro Agriculture Administration will be the provision of one technician/advisor with a strong background in management training as related to agricultural institutions. This person's responsibilities will include: act as supervisor to the Ghana Institute of Management and Public Administration officials involved in the 9-12 month DDA program; counterpart to the course chairman; assists in developing curriculum, designing courses and evaluating the results of the program; train DAA course instructors in teaching methodology and in agricultural management skills; provides approval and necessary guidance to instructors conducting field studies; and identifies and recommends participant for U.S. training and develops their training program.

3. One technician/advisor will be provided to the Faculty of Agriculture in the University of Ghana to serve as a 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; assists in developing curriculum, designing courses and evaluating the results of the program; conduct regular conferences for instructors of the MAA program to coordinate the

AID 1000-1 (7-58)	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	<input type="checkbox"/> Worksheet <input type="checkbox"/> Issuance	PAGE 8 OF 8 PAGES
CONTINUATION SHEET		1. Cooperating Country GHANA	2a. Code No.
FORM SYMBOL	TITLE OF FORM	2b. Effective Date	2c. <input checked="" type="checkbox"/> Original <input type="checkbox"/> Amendment OR Not
PIO/T	PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	3. Project/Activity No. and Title 641-11-110-070 Agriculture Management Development	
Indicate block numbers.	Use this form to complete the information required in any block of a PIO or PA/TR form.		

Block 21

overall program and improve the instructional methodology and content; provides approval and necessary guidance to instructors conducting field studies; and identifies and recommends the participants for U.S. training and develops their U.S. training program.

AID 1950-1 (7-71)	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	1. Cooperating Country Ghana	Page 1 of 1 Pages
		2. PIO/T No. 641-0070-2-60065	3. <input checked="" type="checkbox"/> Original or Amendment No. _____
PIO/T	PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	4. Project/Activity No. and Title 641-0070 AGRICULTURAL MANAGEMENT DEVELOPMENT	

DISTRIBUTION	5. Appropriation Symbol 72-11X1023	6.A. Allotment Symbol and Charge 402-50-641-00-69-61	6.B. Funds Allotted to: <input type="checkbox"/> A.I.D./W <input checked="" type="checkbox"/> Mission
	7. Obligation Status <input type="checkbox"/> Administrative Reservation <input checked="" type="checkbox"/> Implementing Document		8. Funding Period (Mo., Day, Yr.) From _____ To See Block 14
	9.A. Services to Start (Mo., Day, Yr.) Between Continuing and _____		9.B. Completion Date of Services (Mo., Day, Yr.) See Block 14
	10.A. Type of Action <input type="checkbox"/> A.I.D. Contract <input type="checkbox"/> Cooperating Country Contract <input checked="" type="checkbox"/> Participating Agency Service Agreement <input type="checkbox"/> Other		
	10.B. Authorized Agent AID/W		

Estimated Financing		(1)	(2)	(3)	(4)
		Previous Total	Increase	Decrease	Total to Date
11.			106,295		106,295
Maximum A.I.D. Financing	A. Pelfera				
	B. U.S.-Owned Local Currency				
Cooperating Country Contributions	A. Counterpart				
	B. Other				

13. Mission Reference PIO/Ts 50033 60014 PrcAg 6070-6-2/R6 PASAs LC/GHN-070-19-75 AFR (HZ) 20-75	14. Instructions to Authorized Agent This authorizes AID/W to negotiate PASAs with the Department of Health & Welfare and with the Department of Agriculture to continue services of two Agricultural Management Specialists (Herbert Hinman and James Barron - PASA AG/GHN-070-19-75) and one Management Development Specialist (James R. Keene - PASA AFR (HZ) 20-75). The scope of work will remain the same as that in PIO/T 641-070-2-50033. The amount provided herein is expected to fund these PASAs for six months beginning 1 October 1976. Of the total, approximately \$70,000 is provided for the PASAs and \$36,295 is to be reserved for Mission use. Additional funds will be provided in FY 77.
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15. Clearances - Show Office Symbol, Signature and Date for all Necessary Clearances.	
A. The appropriation for the scope of work was technically adequate ODA <i>WAB</i> 23 June '76	B. Funds for the services requested are available CON <i>TJM</i> 6/24/76
C. The scope of work lies within the purview of the initiating and approved Agency Programs A/ADP <i>Hansen</i> 6/23/76	D.
E.	F.
AFD <i>Mes</i> 21 June 76	

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to Signature and date: <i>Abdullahi Sanyal</i> Title: Director Ministry of Agriculture	17. For the Agency for International Development Signature: <i>John R. Keene</i> Title: A/Director USAID/Ghana	18. Date of Signature 6/25/76
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6410070
 PD- AAB-020

PROJECT AGREEMENT
 BETWEEN THE DEPARTMENT OF STATE, AGENCY FOR INTERNATIONAL DEVELOPMENT (AID),
 AN AGENCY OF THE GOVERNMENT OF THE UNITED STATES OF AMERICA, AND
 The Ministry of Agriculture
 of the Government of Ghana

4p.

AN AGENCY OF THE GOVERNMENT OF Ghana

The Government of Ghana hereby agrees to provide the following information:

1. PROJECT TITLE: **511-11-110-070**

2. PROJECT NO.: **511-11-110-070**

3. PROJECT TITLE: **Agriculture Management Development**

4. PROJECT NO.: **511-11-110-070**

5. PROJECT TITLE: **Agriculture Management Development**

6. PROJECT NO.: **511-11-110-070**

7. PROJECT TITLE: **Agriculture Management Development**

8. PROJECT NO.: **511-11-110-070**

ITEM	DESCRIPTION	AMOUNT (\$)	AMOUNT (\$)	TOTAL (\$)
(a)	Travel	517,800		517,800
(b)	Per diem	235,400		235,400
(c)	Supplies	58,000		58,000
(d)	Other	121,000		121,000
(e)	Travel			
(f)	Per diem			
(g)	Supplies			
(h)	Other			

The Government of Ghana hereby agrees to provide the following information:

(a) The Government of Ghana hereby agrees to provide the following information:

(b) The Government of Ghana hereby agrees to provide the following information:

(c) The Government of Ghana hereby agrees to provide the following information:

(d) The Government of Ghana hereby agrees to provide the following information:

DATE OF SIGNATURE: 1.8.15, 1970

SIGNATURE: *[Signature]*

DATE: 4/15/75

LEGAL REPRESENTATIVE
 DEPARTMENT OF STATE, AGENCY FOR INTERNATIONAL DEVELOPMENT
 WASHINGTON, D.C. 20522
 NAME OF AGENCY HEAD, OF TITLE
 AND ADDITIONAL NAMES OF OTHER PERSONS

LEGAL REPRESENTATIVE
 MINISTRY OF AGRICULTURE
 ACCRA, GHANA

PROAC
CONTINUATION
SHEET

ANNEX A

PROJECT AGREEMENT

BETWEEN AID AND

Ministry of Agriculture

AN AGENCY OF THE GOVERNMENT OF

Ghana

1. Project/Activity No.

641-11-110-070

2. Agreement No.

070-5-7

3. Project/Activity Title

Agriculture Management Development

PAGE 2 OF 22 PAGES

Original or
Revision No. _____

Block 10 (Contd.)

purposes during the period of this agreement.

For the Cooperating Government or Agency

For the Agency for International Development

SIGNATURE _____ DATE _____

SIGNATURE *[Signature]* DATE **1/15/75**

PROJECT AGREEMENT BETWEEN AID AND Ministry of Agriculture <hr/> AN AGENCY OF THE GOVERNMENT OF Ghana	1. Project/Activity No. 641-11-110-070	PAGE <u>2</u> OF <u>22</u> PAGES
	2. Agreement No. 070-5.7	3. <input checked="" type="checkbox"/> Original or Revision No. _____
	3. Project/Activity Title Agriculture Management Development	

I. PURPOSE

The purpose of this project is to develop a self-sustaining indigenous agricultural management capability which will lead to improved planning, allocation and utilization of agricultural sector resources in Ghana.

II. INTRODUCTION

Based on the invitation and request to USAID/Ghana made by the Ministry of Agriculture with the endorsement of the External Aid Division, Ministry of Economic Planning, the Parties to this agreement:

- a) have jointly reviewed the present managerial and administrative operations in the Ministry of Agriculture (hereinafter referred to as the MOA);
- b) have concluded that it is feasible and desirable through improved management capability of MOA officials to provide more efficient and effective services to the small farmer thus increasing agricultural food crop production, resulting in higher farm incomes and thereby improving income distribution;
- c) agree to strengthen the Manpower and Training Office in the MOA in order that it may coordinate and supervise the management training programs described in this project;
- d) agree to establish facilities and develop instructional capability for a continuous in-service management training program for all managers in all Regions of Ghana;
- e) agree to establish a Diploma for Agricultural Administration Programs at the Ghana Institute of Management and Public Administration;
- f) agree to establish a Masters in Agricultural Administration Program in the University of Ghana Faculty of Agriculture.

III. GENERAL

To achieve the stated purpose an agriculture management training program for managers at all levels in the MOA is required. This project provides for such a training program. It consists of three major components as follows: (1) a two-week annual in-

For the Cooperating Government or Agency SIGNATURE _____ TITLE _____	For the Agency for International Development SIGNATURE <i>[Signature]</i> TITLE _____ DATE: <u>1/12/75</u>
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AID 1330-1A (0-02) PROAG CONTINUATION SHEET ANNEX <u>A</u>	PROJECT AGREEMENT BETWEEN AID AND Ministry of Agriculture	1. Project/Activity No. <u>6/1-11-110-070</u>	PAGE <u>4</u> OF <u>22</u> PAGES 3. <input checked="" type="checkbox"/> Original or Revision No. _____
		2. Agreement No. <u>070-5-7</u>	
	AN AGENCY OF THE GOVERNMENT OF Ghana	3. Project/Activity Title Agriculture Management Development	

services management training program for MOA officials in the regions to help improve the management of services and programs for farmers (Annual Regional Management Seminars - ARMS); (2) a 9 to 12 month diploma program that will help provide MOA officials with the required skills for effective management of agricultural programs (Diploma in Agricultural Administration - DAA); (3) a two-year graduate level degree program to aid MOA administrators in planning and management positions (Masters in Agricultural Administration - MAA). All components focus on the practical operational requirements of Ghanaian agricultural managers and relate to programs in the MOA and other institutions serving the agricultural sector.

Assuming the required funds are made available by Congress, it is projected that the AID financial inputs for the estimated five year life of the project will amount to about \$1,440,000 of which \$910,000 will be for technical assistance (96 man-months), \$209,000 for participant training (168 man-months), \$68,000 for commodities, and \$169,000 for defraying some of the costs of construction of the ARMS facility, for instructors field studies, and for funding 4 additional faculty members. The Government of Ghana contribution over the same period will total approximately \$2,100,000 of which approximately \$250,000 is for staff salaries, \$1,635,000 is for travel, training expenses and salary of the trainees, and \$215,000 for required physical facilities.

During the estimated five-year involvement of AID in this project it is expected managers from 350 regional positions will have completed the annual two-week seminar each year, 125 graduated from the one-year diploma course and about 50-75 will have entered the two-year graduate programs of which 30-40 will have received their MAA degrees. It is anticipated that by the end of the project the MOA will have fully developed the capacity to conduct in-service management seminars. The University of Ghana and the Ghana Institute of Management and Public Administration 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.

For the Cooperating Government or Agency

For the Agency for International Development

DATE:

DATE:

DATE: 11/15/75

SIGNATURE:

SIGNATURE:

PROJECT AGREEMENT
BETWEEN AID AND
Ministry of Agriculture

1. Project/Activity No.
647-11-110-070

2. Agreement No.
070-5-7

3. Original or
Revision No. _____

PROAC
CONTINUATION
SHEET

AN AGENCY OF THE GOVERNMENT OF
Ghana

3. Project/Activity Title

Agricultural Management Development

ANNEX A

This Agreement commits U.S. funds to finance the initial twelve months of a collaborative effort between the MOA, University of Ghana, GIMPA and USAID/Ghana. The joint effort is to be directed towards the initiation of the stated project purpose.

As appropriate to each case, the MOA, GIMPA and University of Ghana agree to: obtain necessary approvals from the parent bodies of their institutions for conducting their respective training programs; provide the necessary initial capital and recurrent budgetary support to meet the required project needs; make available suitable staff and counterparts for instructors and project operation; provide classroom space and living quarters for the trainees; to use their best efforts to mobilize necessary resources to achieve the project's purpose and more specifically to provide those facilities and administrative support described in Section VI B below.

For its part, USAID agrees to provide four full-time professional working experts for the purpose of assisting in developing and implementing the three major components of the project. These persons will be highly skilled and experienced in management development programs. USAID will submit the curriculum vitae of the proposed experts to the involved institutions for review and concurrence at the time of their nomination, and will give the institutions maximum advance notice of their anticipated arrival date. In addition to the four experts funded under this agreement, USAID will provide the services of a direct-hire Development Administration Officer.

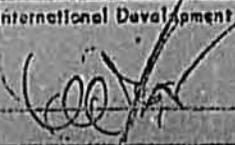
AID agrees to provide financial support to the project by contributing \$100,000 to defray the costs of the construction of the ARMS facility, \$20,000 to finance four additional Ghanaian faculty members, and \$4,000 to fund field studies by Ghanaian instructors. This project agreement also commits AID to provide \$58,000 in commodities which includes five vehicles (one for each expert and the Development Administration Officer) and also includes audio-visual aids, seminar materials and library supplements. USAID/Ghana agrees to use its best effort to assure success of the project to achieve the project's purpose and more specifically, to provide the facilities and support described in Section VI.A. below.

For the Cooperating Government or Agency

For the Agency for International Development

SIGNATURE: _____

DATE: _____

SIGNATURE: 

DATE: 11/15/75

TITLE: _____

TITLE: _____

AID 1580-1A (D-68) PROAG CONTINUATION SHEET ANNEX A	PROJECT AGREEMENT BETWEEN AID AND Ministry of Agriculture	1. Project/Activity No. 643-11-110-070	PAGE <u>6</u> OF <u>22</u> PAGES 2. <input checked="" type="checkbox"/> Original or Revision No. _____
	AN AGENCY OF THE GOVERNMENT OF Ghana	2. Agreement No. <i>11/11/73</i>	
			3. Project/Activity Title Agriculture Management Development

IV. SPECIFIC TARGETS AND ACTIVITIES

The MOA, University of Ghana, GIMPA and the personnel provided under the AID-financed project will seek to carry out jointly the activities described below according to the schedule indicated.

The schedule may be adjusted by agreement between the MOA, GIMPA, University of Ghana and USAID/Ghana as may be deemed necessary in the best interests of the achievement of the project's purpose. Such adjustment shall be effected taking full account of time constraints on their feasibility and of the need for program continuity and the annual fiscal (budget) cycles of AID and the MOA.

December 1974:

1. Executive Development Seminar for all Assistant Directors and Principal Agriculture Officers conducted by AID-DAC (2 weeks).

January 1975:

1. Bids let on construction of ARMS facilities.
2. Identification by MOA of 4 counterparts for ARMS program.
3. Construction of GIMPA annex begins.
4. Construction plans for ARMS facility completed and approved by USAID.
5. Commodities ordered by USAID.
6. AID-DAC to U.S. to recruit advisors for project.
7. Advisors identified and approved by respective Ghanaian institutions.
8. Application of MAA program to University of Ghana Academic Board made and approved.

February 1975:

1. Construction of ARMS facilities begins.

For the Cooperating Government or Agency _____ TITLE _____ DATE _____	For the Agency for International Development  _____ TITLE _____ DATE <u>1/15/75</u>
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AID 1890-1A (9-69) PROAG CONTINUATION SHEET ANNEX <u> 1 </u>	PROJECT AGREEMENT BETWEEN AID AND Ministry of Agriculture	1. Project/Activity No. 641-11-110-070	PAGE <u>7</u> OF <u>22</u> PAGES
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		3. Project/Activity Title Agriculture Management Development	

2. Study program in U.S. on management training for two counterparts of the ARMS program developed.

March 1975:

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

April 1975:

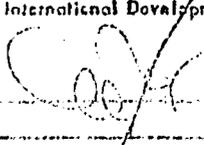
1. Arrival of 2 AID-funded advisors for ARMS program.
2. Arrival one AID-funded advisor for DAA program.

May 1975:

1. Field survey and orientation for 3 advisors and counterparts.
2. Scheduling of ARMS seminars.
3. Trainees conference for DAA, ARMS, and MAA conducted by advisors and AIL-DAO.

June 1975:

1. Arrival MAA advisors.
2. Commodities begin to arrive.
3. Curriculum of DAA program finalized.
4. Development of ARMS seminars finalized.
5. Field survey and orientation of MAA advisors and counterparts.

For the Cooperating Government or Agency _____ TITLE: _____	For the Agency for International Development  _____ TITLE: _____	DATE: <u>1/15/75</u>
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AID 1800-1A (0-83) PROAG CONTINUATION SHEET ANNEX <u>A</u>	PROJECT AGREEMENT BETWEEN AID AND Ministry of Agriculture	1. Project/Activity No. 641-11-310-070	PAGE <u>5</u> OF <u>22</u> PAGES
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July 1975:

1. ARMS participants return to Ghana (2).
2. MOA selects DAF and MAA students.
3. First ARMS program begins.
4. Construction of ARMS facility completed.

August 1975:

1. Curriculum of MAA finalized.
2. Selection of AID-funded Ghanaians (3) instructors of MAA program.
3. Selection of AID-funded Ghanaian (1) instructor for DAA programs.
4. ARMS Regional Seminars continued.

September 1975:

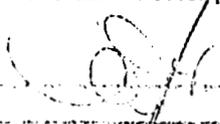
1. GEMBA annex completed.
2. ARMS Regional Seminars continued.

October 1975:

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

V. PROJECT EVALUATION

It is agreed that two evaluations of this project be conducted, one after two years and one at the end of the project.

For the Cooperating Government or Agency _____ DATE _____	For the Agency for International Development  _____ DATE <u>1/15/75</u>
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AID 1339-1A (0-83) PROAG CONTINUATION SHEET ANNEX <u>A</u>	PROJECT AGREEMENT BETWEEN AID AND Ministry of Agriculture	1. Project/Activity No. 641-11-110-070	PAGE <u>9</u> OF <u>22</u> PAGES
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They would be carried out by an objective team composed of management consultants and funded by AID under this project.

Baseline data from a survey of managerial capability and organizational arrangements of the MOA will be developed by the AID-funded advisors at the outset of their assignment. This data is necessary to best develop a meaningful training program content and can be beneficially used in the later evaluation process.

Criteria for evaluation will be based upon achievement of project purposes plus a determination if the institutional commitments as in Section VI were met on a timely basis. Based on the results of the first evaluation in two years, modification or continuation of the project will be determined.

VI. CONTRIBUTIONS OF THE U.S. AND GHANA GOVERNMENTS:

A. U.S. Government Contribution:

1. Management of AID Inputs

The AID Development Administration Officer will have responsibility for planning, organizing, and coordinating USAID's assistance with the efforts of the MOA, University of Ghana and GEMPA to accomplish the purpose of this project. His responsibilities will also include: close advisory assistance to the Manpower and Training Office in the MOA; recruitment and provision of overall supervision of U.S. funded advisors; provides continuing review of progress and guides project toward successful achievement of the project purposes; conducts, when necessary, training programs (i.e. ADA and PAO Executive Development Seminars); and coordinates the procurement of commodities; AID funding procedures; and participant training programs.

2. Technical Assistance

a. ARMS Program

Assistance will be given to the Annual Regional Management Seminar Program by supplying to the Manpower Training Office within the MOA two professional training advisors who have expertise in management training and an understanding of agriculture/rural development. They will be located in the ARMS facilities in Kumasi. Their responsibilities will include: advisory relationship to the

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For the Agency for International Development

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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.

b. DAA Program

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

c. MAA Program

One professional training advisor 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 faculties and 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; participate in regular conferences for instructors of the MAA program to coordinate the overall program and improve the instructional methodology and content; provide advice in formulating guidance to instructors conducting field studies; participates in selecting and recommending participants for U.S. training and develops their U.S. training program.

d. Consultation TDY Services

Short-term consultants (3 man-months) 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

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PROJECT AGREEMENT

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3. Project/Activity Title

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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 develop base-line data on management and organizational structure, and, finally, participate in evaluations of the program to ascertain if the intended changes are occurring. Consultants could also assist MOA as required to design improved organizational structure designed for more effective management.

This agreement hereby obligates \$235,000 to fund the technical assistance for the first year of the project.

3. Participant Training

AID agrees to provide the training abroad designed to improve the capability of Ghanaian instructors to conduct seminars and courses that will result in greater managerial capability 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. The MOA, GIMPA, and the University of Ghana, and USAID will jointly identify and select suitable qualified persons for training in the U.S. The USAID in consultation with the Ghanaian institution will determine where training may best be obtained and make all necessary arrangements for admission to the selected training institution in the U.S. Each participant must meet the admission standards of the U.S. institution where he is to be trained. USAID will provide funds to finance the fees, living allowances, travel within the U.S., book allowances, and other costs as authorized by AID regulations and policy.

4. Commodity Support

A component of U.S. provided commodities 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 Office.

This agreement hereby obligates \$58,000 for commodity procurement. Of this amount, \$45,000 will be sub-obligated in a PIO/C. The remaining \$13,000 are for books to be procured directly by the USAID under a separate purchase

For the Cooperating Government or Agency

For the Agency for International Development

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DATE: 4/15/75

TITLE: _____

TITLE: _____

**PROJECT AGREEMENT
BETWEEN AID AND**

Ministry of Agriculture

**AN AGENCY OF THE GOVERNMENT OF
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5. ARMS Facilities

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 two classrooms, one auditorium, four 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 the Cedi equivalent 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. Section VII indicates the procedures for reimbursement.

This agreement hereby obligates \$100,000 as the AID contribution to construction of this facility.

6. Funding of Additional Faculty Members

The ambitious DAA and MAA programs projected in this project will incur a substantial additional teaching load on GEMPA 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 GEMPA as approved by GEMPA and USAID for the initial 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 University of Ghana and USAID for the initial three years of the program, funding for the first year being included in this agreement. Two of these University of Ghana 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 years of the project.

\$20,000 is hereby obligated to fund these salaries for the first year of the project.

For the Cooperating Government or Agency

For the Agency for International Development

MR. ALBERT

MR. [Signature]

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7. 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 in 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 instructor time devoted to the studies. Monies provided will be the cedis equivalent of \$2,000 for the DAA program and \$2,000 for the MAA program.

\$4,000 is hereby obligated by USAID to fund these studies for the first year of the project.

B. Government of Ghana Contributions:

The Ministry of Agriculture and specifically its Manpower and Training Office 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 MCA 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 MCA, 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.

1. Ministry of Agriculture Inputs

The MCA agrees to:

- a. Provide overall coordination of the entire project including ARMS, DAA and MAA with GIMPA, University of Ghana and USAID.
- b. Select candidates for the DAA and MAA programs based on sound professional criteria.
- c. Make post-training assignments to appropriate managerial positions fitting ability to need.
- d. Develop a plan to recommend utilizing the DAA as a vehicle to promote senior, Principal and Chief

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Technical Officers to the Agricultural Officer level.

e. Provide for the maintenance and operational costs of the AID funded vehicles (3) for the ARMS technicians and the AID-DAQ. These vehicles will be titled and registered to the MOA.

f. Provide administrative, secretarial support, office space and teaching materials to the 2 ARMS AID-funded technicians.

g. Provide funds (beyond the \$100,000 AID grant) for construction and furnishings of facilities for the ARMS program at Kumasi and to abide by the AID policies and regulations in Section VII in the bidding and of the construction. If construction of the ARMS facilities is not completed by July 1975, the MOA agrees to the identification and utilization of temporary facilities so that the program may begin as scheduled.

h. Provide and budget recurrent costs for the maintenance and support of the ARMS facilities and program including maintenance persons, cooks, cleaners, laundry men, audio-visual personnel, etc.

i. Provide four professional staff members as instructors/counterparts at ARMS.

j. Provide salary, training expense, travel expense, tuition fees and book allowance for all MOA trainees in all three program areas.

k. Designate all regional managers (STO's through ADA's) to participate in the ARMS program once per year--region-by-region.

l. Provide seminar/course leaders as required by the three programs.

m. Locate and provide housing and furnishings (excluding major appliances) for the 2 AID-funded

For the Cooperating Government or Agency

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PROS CONTRACTOR SHEET	PROJECT AGREEMENT BETWEEN USAID AND Ministry of Agriculture	1. Project/Activity No. 341-11-110-070	PAGE 5 OF 22 PAGES
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advisors in the AFSD program in Kumasi or, in lieu of such provisions, make a budget allocation of \$9,000 per man the first year and \$6,000 per man each succeeding year.

The Ministry's payment for the first 12 months, if that is the option elected, will be made directly to USAID in a lump sum within sixty (60) days of the signature of this agreement. Funds for succeeding years will be provided upon request of USAID.

a. Pay the participants' salaries during the period of their training in the U.S. and will provide economy class air transportation from Accra to Washington, D.C. and return. The MOA will also provide a warm clothing allowance and such other assistance as it usually grants Ministry employees on study leave. The MOA also undertakes to employ the participants, on their return, in the positions for which they have been trained for a minimum period of two years and will take such measures as are necessary to ensure that the participant understands and honors his commitment to the project.

2. GIMPA Inputs

The Ghana Institute of Management and Public Administration agrees to:

a. Designate a course chairman of the DAA program who will serve as a counterpart to the U.S. Advisor.

b. Develop in cooperation with the MOA and USAID the DAA curriculum course content, and logistics for successful implementation of the program.

c. Provide adequate living quarters, classrooms, dining facilities and teaching facilities for 25 trainees from the MOA per year. This includes expediting the construction of the planned annex to GIMPA for 40 more rooms. However, in the event that construction is not completed by October 1975, GIMPA agrees that the DAA program will begin as scheduled, but with a reduced number of trainees, at temporary facilities to be provided by GIMPA.

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For the Agency for International Development

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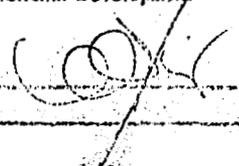
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- d. Provide and arrange for qualified faculty, outside instructors, and field trips or observation tours.
- e. Make available qualified instructors to the ARMS and MAA programs as required.
- f. Provide access to their management library facilities for MAA students and faculty.
- g. Provide full maintenance and operation costs of the AID-funded vehicle (1) for the DAA technician. This vehicle will be titled and registered to GIMPA.
- h. Provide administrative, secretarial support, office space and teaching materials to the DAA program and AID-funded technician.
- i. Locate and provide housing and furnishings for the AID-funded technicians/advisers in the DAA program or, as an alternative, make a budget allocation of \$9,000 the first year and \$6,000 each succeeding year. GIMPA's payment covering the first 12 months will be made directly to USAID in a lump sum within sixty (60) days of the signature of this agreement. Funds for succeeding years will be provided upon request of USAID.
- j. Pay the participants' salaries during the period of their training in the U.S. and will provide economy class air transportation from Accra to Washington, D.C. and return. GIMPA will provide a warm clothing allowance and such other assistance as it usually grants its employees on study leave. GIMPA also will undertake to employ the participants, on their return, in the positions for which they have been trained for a minimum period of two years and will take such measures as are necessary to ensure that the participant undertakes and honors his commitment to the project.

3. University of Ghana Inputs

The University of Ghana agrees to:

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- a. Establish a new graduate level program leading to the degree of Master of Agricultural Administration (MAA). The non-thesis, two-year course will focus on agriculturally-related management studies oriented toward the pragmatic needs of Ghanaian agricultural administration. This course will be located in the Faculty of Agriculture but will be conducted in cooperation with the School of Administration and GIMBA.
- b. Designate a Professor-in-Charge of the MAA program who will serve as counterpart to the U.S.-funded advisor.
- c. Provide in cooperation with the MOA living quarters, classrooms, logistical support 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. advisor 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.
- h. Locate and provide housing and furnishings for the one AID-funded technician/advisor in the MAA program or, as an alternative, make a budget allocation of \$9,000 the first year and \$6,000 each succeeding year. The University of Ghana payment for the first 12 months will be made directly to USAID in a lump-sum within 120 days of the signature of this agreement. Funds for succeeding years will be provided upon request of USAID.
- i. Provide and arrange for qualified faculty, outside instructors, and field trips or observation tours for the MAA program.

For the Cooperating Government or Agency _____ DATE: _____	For the Agency for International Development  _____ DATE: <u>11/15/75</u>
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j. Provide administrative, secretarial support, office space and teaching materials to the MAA program and AID-funded technicians.

k. Provide full maintenance and operation costs for the AID-funded vehicle (1) for the MAA technician. This vehicle will be titled and registered to the Faculty of Agriculture.

l. Pay the staff salaries of University of Ghana personnel during the period of their training as participants in the U.S. and provide economy class air transportation from Accra to Washington, D.C. and return. The University will provide a warm clothing allowance and such other assistance as it usually grants its employees on study leave. The University also will undertake to employ the participants, on their return, for a minimum period of two years and will take such measures as are necessary to ensure that the participant undertakes and honors his commitment to the project.

VII. IB Requirements for Construction of U.S. Facilities

As stated in Section VI.1.9 of this Agreement, a USIB grant for the Gedi equivalent of \$1,000,000 will be made to the U.S. AID's contribution to the construction of the U.S. facilities at Kumbungu College in Ghana. These funds are to be provided under a fixed amount bid procurement method. First, the U.S. Agency for International Development, will undertake construction of the facilities. Upon completion, and following a final inspection to ensure acceptability and standards of construction, the U.S. will reimburse the U.S. Gedi equivalent of \$1,000,000 as provided for in this Agreement.

The following procedures must be followed to ensure compliance with U.S. regulations (which must be met prior to reimbursement).

Review of Facility Plans. The U.S. will retain the services of a qualified architecture and engineering firm in the Ministry of Works to prepare plans, specifications, contract documents, and an updated cost estimate. These plans, specifications, contract documents and cost estimate are to be reviewed and approved by the U.S. prior to any further action being taken.

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For the Agency for International Development

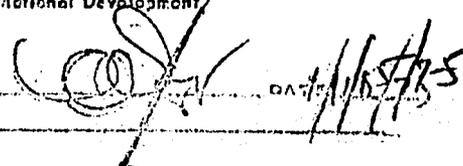
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AID 1580-1A (8-82) PROAG CONTINUATION SHEET ANNEX <u>A</u>	PROJECT AGREEMENT BETWEEN AID AND Ministry of Agriculture	1. Project/Activity No. 641-11-110-070	PAGE <u>19</u> OF <u>22</u> PAGES
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- B. Contractor Selection. The MOA, will obtain at least three informal bids from local contractors and after careful review of competitive costs and professional competence, award a negotiated contract.
- C. Supervision of Construction. The MOA will provide for supervision of the actual construction by a qualified local firm or the Ministry of Works. AID will also undertake periodic inspections of the construction to ensure continuing compliance with AID standards.
- D. Final Inspection. When the construction of the ARMS facilities has been completed, AID will make a final inspection. If construction work performed is in accordance with standards and specifications previously approved by AID pursuant to para. VII.A. above and in accordance with the requirements of this project agreement, AID will reimburse the MOA the amount specified in this agreement. To obtain such reimbursement, the MOA shall submit to the Controller, USAID/Ghana, Voucher Form SF-1034 (original) and SF-1034(e) (three copies), properly executed not later than 30 days after final inspection and acceptance of the building by AID. The voucher must specify commodities and services for which AID funds are being utilized in order to ensure compliance with paragraph E below.
- E. Procurement. Except as AID may otherwise agree in writing, disbursements made to the project agreement shall be used exclusively to finance the procurement for the project of goods and services having both their source and origin in countries included in Code 935 of the AID geographic code book as in effect at the time orders are placed or contracts are entered into therefor. The definitions applicable to eligibility requirements for procurement are set forth in detail in Sections 4.2, 4.3 (except 4.3.A), 4.4, 4.5, 4.7 of AID capital project guidelines; borrower procurement of construction services - AID Manual Order 1442.2 (A copy of which is being furnished to the Government of Ghana concurrently with the signing of this project agreement).

For the Cooperating Government or Agency SIGNATURE: _____ DATE: _____	For the Agency for International Development  SIGNATURE: _____ DATE: _____
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AID 1230-1A (8-63)	PROJECT AGREEMENT BETWEEN AID AND Ministry of Agriculture	1. Project/Activity No. 641-11-110-070	PAGE 20 OF 22 PAGE
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ANNEX A

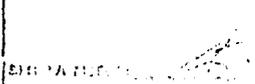
VIII Method of Reimbursement - Faculty and Salaries - GIMPA and University of Ghana

The funds provided under this Agreement for the salaries of one qualified Ghanaian instructor at GIMPA and three qualified Ghanaian instructors at the University of Ghana (Section VI.A.6, above) and for field studies (Section VI.A.7, above) shall be made available by AID as required and in accordance with the following procedure:

- A. Upon receipt of a written request from each Grantee (GIMPA and the University of Ghana), AID shall provide initial advance of funds, or subsequent advances in specified amounts, subject to the availability of funds for the purpose. Such advances will not exceed a total of more than 25% of each Grantee's annual requirements for the positions and field studies being funded. Thereafter, AID shall reimburse each Grantee on a quarterly basis in an amount equal to reported expenditures on an imprest basis and until such time as total reimbursement added to the advances equals the amount of the total funds to be made available for this purpose. Thereafter, vouchers for expenditures submitted by each Grantee will not be reimbursed but will be applied to liquidate the remaining outstanding advances.

In the event the total amount of the outstanding advances is not accounted for by the vouchers, each Grantee will refund the difference to AID in accordance with paragraph D below.

- B. To obtain the initial advances, each Grantee shall submit to the Controller, USAID/Ghana, Voucher Form SF-1034 (original) and SF-1034(a) (three copies), properly executed, requesting an advance of funds in the agreed upon amount.
- C. To obtain replenishment payments, each Grantee shall submit to the Controller, USAID/Ghana, Voucher Form SF-1034 (original) and SF-1034(a) (three copies), properly executed, in the amount of the expenditures made during the period covered by the voucher which shall be supported by:
- (a) the Grantee's detailed statement of expenditures; and
 - (b) a certification signed by the appropriate Grantee officials as follows:

For the Cooperating Government or Agency	For the Agency for International Development
	 DATE: 1/15/75

AID 1820-1A (1-69) PROJAG CONTINUATION SHEET ANNEX <u>A</u>	PROJECT AGREEMENT BETWEEN AID AND Ministry of Agriculture AN AGENCY OF THE GOVERNMENT OF Ghana	1. Project/Activity No. 641-11-110-070	PAGE <u>21</u> OF <u>22</u> PAGES
		2. Agreement No. 070-5-7	3. <input checked="" type="checkbox"/> Original or Revision No. _____
		3. Project/Activity Title Agriculture Management Development	

"The undersigned hereby certifies:

- "(a) that payment of the sum claimed under this voucher is proper and due under the terms of the project agreement;
- "(b) that such detailed supporting information as AID may require will be furnished by the Grantee to AID upon request.

"By: _____

"Title _____

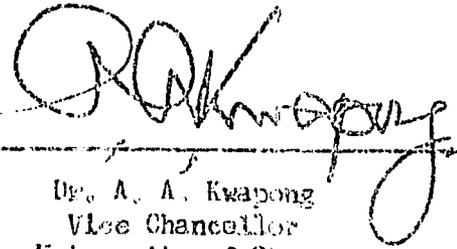
"Date _____"

D. Not later than 30 days after the termination of the funding period provided for faculty salaries, each Grantee shall submit a final voucher, Voucher Form SF-1034 (original) and SF-1034(a) (three copies) properly executed, marked "No pay" and "Final Voucher", supported by the documents specified in paragraph C above and accompanied, when appropriate, by a refund check for the balance of the funds remaining on hand pursuant to paragraph A above.

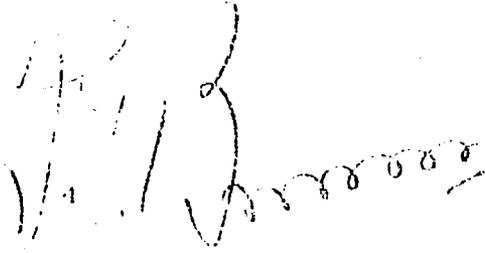
For the Cooperating Government or Agency _____ DATE: _____	For the Agency for International Development  _____ DATE: <u>11/05/75</u>
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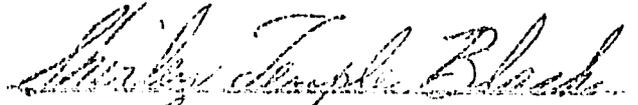
Dr. N. T. Clerk
Deputy Director
Ghana Institute of Management
and Public Administration



Dr. A. A. Kwabong
Vice Chancellor
University of Ghana



Col. F. G. Bernasco
Commissioner
for Agriculture



Shirley Temple Black
United States Ambassador

Sent to Edna Fallo AID Reference Center

AID 1330-1
(10-3-74)

PRO AG

PROJECT AGREEMENT
BETWEEN THE DEPARTMENT OF STATE, AGENCY FOR INTERNATIONAL DEVELOPMENT (AID),
AN AGENCY OF THE GOVERNMENT OF THE UNITED STATES OF AMERICA, AND
THE MINISTRY OF ECONOMIC PLANNING

AN AGENCY OF THE GOVERNMENT OF **GHANA**

The above-named parties hereby mutually agree to carry out a project in accordance with the terms set forth herein and the terms set forth in any annexes attached hereto, as checked below:

PROJECT DESCRIPTION ANNEX A FOREIGN CURRENCY STANDARD PROVISIONS ANNEX

STANDARD PROVISIONS ANNEX SPECIAL LOAN PROVISIONS ANNEX

This Project Agreement is further subject to the terms of the following agreement between the two governments, as modified and supplemented:

GENERAL AGREEMENT FOR TECHNICAL COOPERATION DATE **3 June 1957**

ECONOMIC COOPERATION PROMOTION DATE

Other: DATE

1. PROJECT/ACTIVITY NO.
643-11-110-070

PAGE 1 OF 2 PAGES

2. AGREEMENT NO.
070-5-7

3. ORIGINAL OR REVISION NO. **1**

4. PROJECT/ACTIVITY TITLE

AGRICULTURE MANAGEMENT DEVELOPMENT

5. PROJECT DESCRIPTION AND EXPLANATION

(See Annex A attached)

6. AID APPROPRIATION SYMBOL

72-11X1023

7. AID ALLOTMENT SYMBOL

402-50-643-00-69-51

U. AID FINANCING	PREVIOUS TOTAL (A)	INCREASE (B)	DECREASE (C)	TOTAL TO DATE (D)
<input type="checkbox"/> COLLECTIBLE <input type="checkbox"/> LOCAL CURRENCY				
(a) Total	437,800	6,000	48,000	375,800
(b) Contract Services/PASA	235,800		48,000	187,800
(c) Commodities	58,000	6,000		64,000
(d) Other Costs	124,000			124,000
V. COOPERATING AGENCY FINANCING - EQUIPMENT EQUIVALENT				
(a) Total				
(b) Technical and Other Services				
(c) Commodities				
(d) Other Costs				

10. SPECIAL PROVISIONS (See Additional Condition Sheets, if Necessary)

See Annex A

11. DATE OF ORIGINAL AGREEMENT
January 15, 1975

12. DATE OF THIS REVISION
June 12, 1975

13. ESTIMATED FINAL CONTRIBUTION DATE
January 15, 1978

14. FOR THE COOPERATING GOVERNMENT OR AGENCY

15. FOR THE AGENCY FOR INTERNATIONAL DEVELOPMENT

SIGNED: **ROD A. DAGOSH** DATE: **6/11/75**
 Director of Planning
 Ministry of Economic Planning

SIGNED: **Edna Fallo** DATE: **6/11/75**
 Director, USAID/Ghana

ECG Clearances

DEPARTMENT OF AGRICULTURE, FHW

External Aid Division

USIA Clearances

APO

ODA

AD/P

AD/ME

CCN

DD

PIO C
50034

PIO/C
50063

PIO/T
50033

AID 1030-1A (8-03) PROAG CONTINUATION SHEET ANNEX <u>A</u>	PROJECT AGREEMENT BETWEEN AID AND THE MINISTRY OF ECONOMIC PLANNING	1. Project/Activity No. <u>641-11-110-070</u>	PAGE <u>2</u> OF <u>2</u> PAGES
	AN AGENCY OF THE GOVERNMENT OF GHANA	2. Agreement No. <u>070-5-7</u>	3. <input type="checkbox"/> Original or Revision No. <u>1</u>
		3. Project/Activity Title AGRICULTURE MANAGEMENT DEVELOPMENT	

This ProAg revision:

A. Deobligates \$48,000 which was provided to fund services of a technician under a PASA with a USG agency. Because the individual selected is already a direct hire employee of the USG, his services will be funded directly. Of the \$48,000 deobligated herein, approximately \$18,200 will be reserved for salary and benefits, international transportation, etc. for the balance of FY 75. Funds for future years to support this technician will be obligated during the year in which they are expended.

B. Obligates additional funds for the following:

1. \$4,000 for the purchase of air conditioning equipment for the annual Regional Management Seminars (ARMS) facility in Kumasi. These funds cover cost of the units, their installation and maintenance for one year. After the initial one-year period, the Government of Ghana through the Ministry of Agriculture will fund all costs of maintenance, operation and spare parts.

2. \$2,000 to provide additional funds for PIO/C 50034, to add rust proofing to five vehicles, and air conditioning to two.

All other provisions of the original agreement remain in force.

For the Cooperating Government or Agency	For the Agency for International Development
SIGNATURE _____ DATE _____	SIGNATURE _____ DATE _____
TITLE _____	TITLE _____

Minutes

6410070 (7)

PD-AAB-830

AFR Executive Committee for Project Review
December 12, 1974, at 4:00 p.m.
Room 6944, New State

2p.

Subject: PROP for Ghana project "Agriculture Management Development"

Participants

AFR/DP:EDonoghue, presiding	AFR/DS:AGayoso
AFR/DP:MMearns	AFR/DS:SBritton
AFR/DP:MWarnecke	GC/AFR:RJohnson
DAA/AFR:EScoll	PPC/DPR:BOdell
AFR/CWA:DGriffith	TA/DA:KKornher
AFR/CWA:JCoe	SER/ENGR:APitcher
AFR/CWA:GDaniels	AF/EPS:ESegall
AFR/CWA:TJackson	AF/W:RMcGuire
AFR/DS:KSherper	

Decisions

1. The PROP was approved by the ECPR, subject to (a) making minor changes in wording of the logframe to de-emphasize further the planning as opposed to the management aspect of the project purpose and to emphasize the linkage with small farmers, and (b) including a request for waiver of advertising requirements for local procurement.
2. GC/AFR and the presiding officer confirmed that this is a technical assistance project with a subordinate capital assistance component of approximately \$100,000.
3. The presiding officer recommended that the project be processed for authorization, with the caveat that prior to obligation of funds for the construction portion, its estimated cost must be confirmed to comply with Section 611(a) of the FAA.
4. REDSO/WA will be asked to review the engineering/construction plans (and has agreed to monitor the construction).

Discussion

The meeting was called to consider a Noncapital Project Paper proposing a project in Agriculture Management Development. The project as proposed would cover five years, with a U.S. input totaling \$1,439,500. Discussion covered the following points, in addition to those reflected by the decisions reported above:

- Capacity of Ghana to absorb the projected graduates. (Fully adequate, as the project involves re-training of incumbents of agricultural positions.)

- Adequacy of present cost estimates for construction component.
(These will be confirmed prior to obligation of funds.)
- Evaluation and life of project. (The life of project is five years.
Funds are provided for an evaluation at the end of two years and
again at the end of five years.)
- Notification of Congress. (LEG/LPCS had advised Desk Officer that
only informal notification would be required.)
- Concern of PPC/DPR that logframe accurately reflect project's
emphasis on management.
- PROP praised by TA/DA as creative and innovative, reflecting the
Ghana Mission's perspective and ability to combine academic and
practical elements to meet needs of the Ghanaian situation.

Meeting adjourned at 5:15 p.m.

Cleared
AFR/DP:EDonoghue
AFR/CWA:JCoe
AFR/DS:KSherper
GC/AFR:RJohnson
PPC/DPR:BOdell

AFR/DP:mw
1/7/75

UNITED STATES GOVERNMENT

Memorandum

6410070 (8)

PD-AAB-830

TO : See Distribution

DATE: December 10, 1974 ^{5p}

FROM : AFR/DP, ^{nd for} Robert G. Huesmann

SUBJECT: AFR Executive Committee Meeting on PROP for Ghana project
"Agriculture Management Development"

The Executive Committee for Project Review will meet at 4:00 p.m. on Thursday, December 12, 1974, in Room 6944 New State to consider a PROP for the Ghana project "Agriculture Management Development."

The PROP presents a five-year project with an estimated cost of \$1,439,500. The purpose of the project is to develop a self-sustaining indigenous agricultural management and planning capability within Ghana's Ministry of Agriculture which will lead to improved planning, allocation, and utilization of agricultural sector resources.

The ECPR reviewed a PPP for this project on July 22, 1974. Attached for your review prior to the meeting are the following documents:

- (1) Minutes of the 7/22/74 ECPR meeting on this project.
- (2) State 169340 of 8/2/74 reporting on the ECPR meeting.
- (3) PROP dated 12/10/74.

attachments: a/s

DISTRIBUTION:

AA/AFR: SAdams
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AFR/DS: KSharper/AGayoso
GC/AFR: EDragon
SER/IT: MGarr
PPG/RG: EFei
PPG/DPR: RBobel
PPG/DER: AlHeyman
SER/ENGR: Telliott/APitcher
CM/PAS: ERawson/HSchroeder

TA/DA: KKornher/PWorthington
PBAR: HAckerman
AF/EPS: RDuncan
AF/W: JLoughran
TREAS: JBushnell



UNITED STATES GOVERNMENT

Memorandum

TO : See Distribution

DATE: JUL 30 1974

FROM : AFR/DP, Robert Huesmann

SUBJECT: EPRC Meeting - PPP for Ghana Agriculture Manpower for Management
Project 070

A meeting of the EPRC was held on July 22, 1974, to consider the subject project. Initial discussion centered on the constraint to production that is imposed by Ghana's lack of adequate management capability in the agriculture sector. Inadequate management was accepted as a critical problem of that sector.

One of the assumptions upon which the project is based is that better management in the Ministry of Agriculture and related agricultural institutions will lead to increased benefits for small farmers. The project design team was requested to illustrate in the PROP how, because of poor management, the present system fails to provide what small farmers need to increase their production, and then to demonstrate how this project will improve management so as to meet small farmer needs. In this connection, as mentioned on pp. 6 and 8 of the PPP, the PROP should describe specifically the kinds of courses (including the mix of training in planning and management) and the types of people (and their method of selection) to be included in the management training so that the likely impact of this training on agricultural production by small-holders will be evident.

The discussion then moved to the relationships between the MOA and the various other institutions which the PPP suggested might be involved in the project. Mr. Kean, Assistant Director for Program, USAID/Accra, explained that discussions have taken place between the USAID, MOA and the University of Ghana at the initiative of the MOA. These discussions are leading to a clearer understanding of the future relationships between the MOA and the University. Per pp. 7 and 8 of the PPP, the design team will be expected to determine the appropriate location for the short term training and to clarify the relationships among the various institutions.

Members of the EPRC questioned in particular whether the Faculty of Agriculture was in fact the best site for the kind of operational management training which is apparently needed, or whether a more management-oriented institution would not be a more appropriate alternative.



5010-110

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The team should address the additional problem of finding an appropriate method or structure to coordinate the training capability that is to be developed so that it responds to the needs of the agriculture sector institutions and can adapt to new requirements in the future.

The team should also ascertain the degree of commitment on the part of the training and using institutions to development and use of improved management skills, and should suggest the type of U.S. institution which might prove to be the most appropriate source of externally provided technical assistance.

The meeting concluded that since management was a critical problem, a project to develop host country capability to provide management training was acceptable in principle. The design team coordinator was instructed to proceed to develop a PROP taking into account the items mentioned above as well as the other issues identified in the PPP.

DISTRIBUTION:

AA/AFR, S.C. Adams
DAA/AFR, D.S. Brown
AAA/AFR, A. Disdier
AF/W, J. Bishop
AFR/GC, J. Hoskins
AFR/EMS, F. Hahne
PPC/DPR, A. Handly
PPC/RC, E. Fei
AFR/DS, P. Lyman
SER/IT, M. Carr
TA/DA, J. Koteen
AFR/CWA, D. Griffith
AF/EPS, G. Kenney

FORM DS 322(OCR)

169340 | 022247Z AUG 4 |

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S

AFR/CWA/G:JBCOE;AFR/DP:RHUESMANN
8/2/74:EXT 28575
AFR/CWA:DGRIFFITH

7L ACTION AFR 17 INFO PA PPC 4 TAAG AATA AGRIC. CHRON 1 2 48P
ROUTINE ACCRA

ATBAC

E.O. 11652: N/A

TAGS:

SUBJECT: EPRC MEETING - PPP GHANA AGRICULTURE MANPOWER FOR
MANAGEMENT PROJECT 070

DG
JBC/RH

1. EPRC MEETING HELD JULY 22, 1974, CONSIDERED SUBJECT PROJECT. INITIAL DISCUSSION CENTERED ON CONSTRAINT TO PRODUCTION IMPOSED BY GHANA'S LACK ADEQUATE MANAGEMENT CAPABILITY IN SECTOR. INADEQUATE MANAGEMENT ACCEPTED AS CRITICAL PROBLEM THAT SECTOR.
2. ONE ASSUMPTION UPON WHICH PROJECT BASED IS THAT BETTER MANAGEMENT IN MOA AND RELATED AGRICULTURAL INSTITUTIONS WILL LEAD TO INCREASED BENEFITS FOR SMALL FARMERS. PROJECT DESIGN TEAM REQUESTED ILLUSTRATE IN PROP HOW, DUE POOR MANAGEMENT, PRESENT SYSTEM FAILS PROVIDE WHAT SMALL FARMERS NEED TO INCREASE PRODUCTION, AND THEN TO DEMONSTRATE HOW PROJECT WILL IMPROVE MANAGEMENT SO AS TO MEET SMALL FARMER NEEDS. IN THIS CONNECTION, AS MENTIONED PP. 6 AND 8 OF PPP, PROP SHOULD DESCRIBE SPECIFICALLY KINDS OF COURSES { INCLUDING MIX OF TRAINING IN PLANNING AND MANAGEMENT} AND TYPES PEOPLE {AND THEIR METHOD SELECTION} TO BE INCLUDED IN MANAGEMENT TRAINING SO THAT LIKELY IMPACT THIS TRAINING ON AGRICULTURAL PRODUCTION BY SMALL-HOLDERS WILL BE EVIDENT.
3. DISCUSSION THEN MOVED TO RELATIONSHIPS BETWEEN MOA AND VARIOUS OTHER INSTITUTIONS WHICH PPP SUGGESTED MIGHT BE

UNCLASSIFIED

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INVOLVED IN PROJECT. KEAN, EXPLAINED DISCUSSIONS HAVE TAKEN PLACE BETWEEN USAID, MOA AND UNIVERSITY OF GHANA AT INITIATIVE MOA. THESE DISCUSSIONS ARE LEADING TO CLEARER UNDERSTANDING FUTURE RELATIONSHIPS BETWEEN MOA AND UNIVERSITY. PER PP. 7 AND 8 OF PPP, DESIGN TEAM EXPECTED DETERMINE APPROPRIATE LOCATION SHORT TERM TRAINING AND CLARIFY RELATIONSHIPS AMONG VARIOUS INSTITUTIONS.

4. EPRC MEMBERS QUESTIONED IN PARTICULAR WHETHER FACULTY OF AGRICULTURE WAS IN FACT BEST SITE FOR KIND OF OPERATIONAL MANAGEMENT TRAINING APPARENTLY NEEDED, OR WHETHER MORE MANAGEMENT-ORIENTED INSTITUTION WOULD NOT BE MORE APPROPRIATE ALTERNATIVE.

5. TEAM SHOULD ADDRESS ADDITIONAL PROBLEM OF FINDING APPROPRIATE METHOD STRUCTURE TO COORDINATE TRAINING CAPABILITY TO BE DEVELOPED SO THAT IT RESPONDS TO NEEDS OF AGRICULTURE SECTOR INSTITUTIONS AND CAN ADAPT TO NEW REQUIREMENTS IN FUTURE.

6. TEAM SHOULD ALSO ASCERTAIN DEGREE COMMITMENT ON PART TRAINING AND USING INSTITUTIONS TO DEVELOPMENT AND USE OF IMPROVED MANAGEMENT SKILLS, AND SHOULD SUGGEST TYPE U.S. INSTITUTIONS WHICH MIGHT PROVE TO BE MOST APPROPRIATE SOURCE EXTERNALLY PROVIDED TECHNICAL ASSISTANCE.

7. MEETING CONCLUDED THAT SINCE MANAGEMENT A CRITICAL PROBLEM, A PROJECT TO DEVELOP HOST COUNTRY CAPABILITY TO PROVIDE MANAGEMENT TRAINING ACCEPTABLE IN PRINCIPLE. DESIGN TEAM COORDINATOR INSTRUCTED PROCEED TO DEVELOP PROP TAKING INTO ACCOUNT ITEMS MENTIONED ABOVE AS WELL AS OTHER ISSUES IDENTIFIED IN PPP. PP

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