

Date: October 17, 1975

MEMORANDUM FOR: Members of the Research and Development Committee

10p

FROM: TA/PPU, Carl R. Fritz 

SUBJECT: Approved Project Identification Document

Attached is a copy of a Project Identification Document (PID) which has been approved by the Assistant Administrator for Technical Assistance for project design and the drafting of a Project Paper (PP):

Project Title: Project Management (KPA 24)

Project Number: 931-11-720-096

Initial FY: 1976

Responsible Office: TA/DA

If you have any comments, questions or issues which you would like to see addressed in the PP, please send them directly to the responsible office listed above with a copy to TA/PPU. They should be received by that office within two weeks/~~one month~~, so that the comments can be addressed by the drafter.

The draft PP will be submitted to the Research and Development Committee for review and comment. However, we encourage your comments as early in the design process as feasible so that the project can be responsive to Agency concerns.

Attachment: a/s

cc: TA Technical Office

MEMORANDUM

DATE: October 15, 1975

TO : AA/TA, Mr. Curtis Farrar

FROM : TA/PPU, John N. Gunning *by G*

SUBJECT: PID Clearance

Project Title: Project Management (KPA 24)

Begins FY 1976.

1. The PID complies with the following AA/TA instructions if the appropriate block is checked. Otherwise, comments are attached.

- a. Main points of Program Guidance #3 covered.
- b. AA/TA budget review comments have been incorporated or adequately appealed in the narrative.
- c. Proposed funding is within limits described in TA Bureau FY 76/77 Program Submission to PPC and/or as amended by current OYB.
- d. Dates of PP development, approval and project initiation are realistic and consistent with the Program Submission.

2. This PID has been in TA/PPU and staff work is incomplete because of TA/PPU work pressure, or Tech office work pressure. We recommend you return the PID for further review prior to your final decision.

3. We recommend the following action:

a. Approval

(1) subject to coordination with Regional Bureaus.

b. Disapproval or delay for reasons specified in attached.

4. AA/TA Action

Approved

Subject to _____

Disapproved

Curtis Farrar
Signature

10-16-75
Date

MEMO TO: Carl Fritz, TA/PPU

September 22, 1975

FROM: Jerome French, TA/DA 

SUBJ: Project Management PID for Mr. Farrar's Approval

Attached as requested for your transmittal to Mr. Farrar is a PID for Project Management, a new FY 76 project which provides a utilization phase for the project management work done under the prior Modernizing (Multisector) Management Project #720-937.

Attachment: a/s

Agency for International Development
Project Identification Document Face Sheet
Part I to be completed by originating Office

Transaction Code
Add Delete Change

1. Country/Regional Entity/Recipient Interregional GTS KPA #24		2. Document #1 -- PID Status: New <input checked="" type="checkbox"/> Revision # _____ Proposed Next Document: _____ pp	
3. Project Number 931-11-720-096	4. Bureau Code TAB 6	Proposed Date of Submission: October 31, 1975	
5. Project Title A. Project Management B. Contractor/Grantee Inter-American Institute for Ag. Science Pan African Institute for Development Asian Institute of Management Dept. of Commerce (KSSA) K.L. Kornher, TA/DA		6. Estimated Initial/Final Obligation FY 76 _____ FY 78 _____	
8. Purpose Code Category _____ Code _____		7. Estimated Cost (Life of Project) (\$000 or equivalent. \$1 = _____) AID Approp. 755 Other U.S. _____ Total U.S. _____ Host Govt. _____ 380 Other Donor(s) _____ Total 1,135	
9. Special Concerns Codes			

10. AID Appropriated Funds (\$000)						11. Other U.S.	
Funding Source	Tech. Code	1st Year		All Years		1st Yr	All Yr
		Grant	Loan	Grant	Loan		
		270		755			
		(30)		(210 FY 77)			
Total		270		755		Total	

12. Project Goal
Enhance LDC management capacity to plan, implement and evaluate sector projects and programs.

13. Project Purpose(s)
- (1) Improve the quality and quantity of outputs and services of four regional centers for project management and four national centers assisted by USAIDs.
 - (2) Facilitate international development and interchange of knowledge and skills in project management for the benefit of LDCs.

Regions involved: Central/West Africa; Latin America; Asia
Countries to be determined

14. Planning Resource Requirements (Staff/Funds) 10 days direct hire 2 days Consultant		Date Received in AID/W. or for AID/W Documents; date of Distribution:
15. Originating Office Clearance Signature: French Title & Date: Acting Director, TA/DA		

The Problem

Improved project management was identified as a significant management need of developing countries in the Agency's development administration Key Problem review of 1971. It was listed for continuing attention as a sub-element of the Key Problem of lack of LDC managerial capacity for programmatic action in the priority development sectors.

This need has been subsequently confirmed from many sources. The "Muth-Johnson" Report* (1972) illustrates:

Poor project design and slow or inefficient execution are viewed almost universally in the countries of Central and West Africa as central and urgent problems. Examples of badly prepared projects abound; many more never get beyond the stage of conception.... In both Mali and Upper Volta, officials indicated that little over half the money allocated for previous development plans had been spent, largely because of bottlenecks in the process of project design and execution.*

In 1973 a¹ AID/W review panel recommended that the predecessor project, "Modernizing Management for Development," focus predominantly on project management training through regional institutions. The panel found that "the identification, implementation and evaluation of projects ranks very high among the managerial needs of LDCs that might effectively be addressed by project outputs."

The Hall Work Group on Management Improvement and Development Administration (1975) noted the need for related work at the individual country level and called for "joint AID and developing country research and training in program and project analysis, design, management and evaluation."

*Training in the Techniques of Project Design and Project Execution

Project Purpose

The proposed project's goal is to build LDC capability to manage effective and equitable development projects. It will treat all phases of the project cycle. The purpose is to (1) improve the quality and quantity of outputs and services of four Regional Centers for project management (including one grant recipient under the predecessor project) and four national centers assisted by USAIDs, and (2) facilitate international development and interchange of knowledge and skills in project management for the benefit of LDCs. Principal outputs of the prior project and other AID projects (e.g., LA and TAB Agricultural Management projects) will be utilized and supplemented to serve project management analytic and skills needs of the developing countries.

Project design, implementation and evaluation will be emphasized along with means to link project activity into larger action systems such as agriculture or health programs to serve the poor majority. Generic approaches in project management (including those developed by AID) will be adapted to specific regional and sub-sectoral applications of high priority to the developing countries and AID. Potable water and small farm service delivery/acquisition systems are examples.

The project will serve LDC needs through a network of regional centers for project management training, consulting, action research, and technical cooperation. The project will link to individual countries via these centers and to USAID projects with similar objectives.

Technical Resources

The technical resource strategy is to build up LDC regional and country technical resources with U.S. and "network" resources in a supporting role.

The project will support the work of the Inter-American School of Public Administration which received a \$120,000 grant for project management training under the predecessor project. A grant request has been received from the Inter-American Institute of Agricultural Sciences, which wishes to add a project management component to its work in agricultural management partially funded by the Bureau for Latin America. A preliminary grant proposal has also been received from the Project Management Centre of the Pan African Institute for Development which receives assistance from AFR/CWR and tested project management materials developed under the predecessor project. An August, 1974 reconnaissance by a Vanderbilt University consultant indicated excellent prospects for collaborative work in Asia, (probably through the Asian Institute of Management).

The network of field activities will be supported by a RSSA team (36 man-months/year for three years), consultants, a half-time IPA expert in agricultural projects, and small-scale procurement by TA/DA. Services will include field consultation; training design; implementation and evaluation assistance; talent banking; and professional materials.

The groundwork for a professional exchange and support network is already well laid. Collaborating institutions include the Economic Development Institute of the World Bank, the Training Division of the Inter-American Development Bank, the Engineering Department of the Pan American Health Organization, and the Technology and Development Institute of the East-West Center. Prospects for collaboration with the World Health Organization, the Asian Development Bank, and various U.N. bodies are also good.

The proposed duration of the project is three years of obligations and 42 months of services at a total project funding level of \$755,000.

Assumptions

Major assumptions on which the success of the project rests are:

1. Project management skills can be learned in appropriately designed training programs.
2. The concepts and methodology produced under the predecessor project are sound and functional, but require regional and sectoral adaptation and application.
3. Regional centers can effectively serve LDC project management needs including links to country-level activities.
4. The values (equity, distribution of benefits to poor people, environmental protection, etc.) mandated by current AID policy will be sufficiently shared by LDC project management trainers and practitioners to be reflected in LDC project design and implementation activities affected by this project.

Alternatives

The first alternative would be to utilize the products of the predecessor project by mailings and such limited supporting services as TA/DA and consultants might provide. This alternative was rejected because the impact would be slower and much less certain. Also, adaptation of materials to specific needs will require a level of effort that LDC institutions are unlikely to be able to provide from their own resources.

The second alternative considered was to attempt to arrange further work and utilization through one or more multilateral organizations. This is a good alternative for the longer run, but would run serious risk of losing the momentum of the previous AID research and development effort. Further, the U.S. is widely accepted as a primary source of expertise in project management--expertise that might be significantly diluted with premature transfer to international auspices.

Several sectoral project management alternatives (health, agriculture, rural works) were considered, but none ^{was} ~~were~~ found to have the same potential for broad impact represented by the proposed packaging of this project.

Beneficiaries

The direct beneficiaries of this project will be professional LDC trainers and consultants in project management. The indirect beneficiaries will be those served by the more effective and equitable projects expected to result.

Spread Effects

Because the methodology will be incorporated in training materials and studies that can be exchanged among institutions in various countries and regions the potential spread effect is good. Also, the project has good leverage potential, in that advances in the state of the art can be used and further distributed by the various network collaborators using their own funds.

Financial Requirements and Plans

Project cost is estimated at \$755,000. Grant costs of \$380,000 will be (in order of importance) for personnel, travel, and other direct costs of materials development and professional exchange. RSSA life-of-project costs will be \$375,000 for 117 man-months of supporting services. Consultant and IPA services will be provided from non-project funding.

Development of the Project

Extensive data and experience have been accumulated under the predecessor project and related AID activities. We plan to proceed directly to a PP to be submitted in ~~early~~ October.