Proj. No 3670224 (2)
PD-AAD-062-B1

NONCAPITAL PROJECT PAPER (PROP)

I. PROJECT IDENTIFICATION

1. PROJECT TITLE: [redacted]

APPENDIX ATTACHED: ☐ YES ☒ NO

2. PROJECT NO. (M.O. 1095.2): [redacted]

3. RECIPIENT (specify): ☒ COUNTRY [redacted] ☐ REGIONAL ☐ INTERREGIONAL

4. LIFE OF PROJECT: BEGINS FY 1972 ENDS FY 1977

5. SUBMISSION: ☒ ORIGINAL 1/11/72 DATE ☐ REV. NO. DATE

CONTR./PASA NO.

II. FUNDING ($000) AND MAN MONTHS (MM) REQUIREMENTS

A. FUNDING BY FISCAL YEAR	B. TOTAL $	C. PERSONNEL (1) $	C. PERSONNEL (2) MM	D. PARTICIPANTS (1) $	D. PARTICIPANTS (2) MM	E. COMMODITIES $	F. OTHER COSTS $	G. PASA/CONTR. (1) $	G. PASA/CONTR. (2) MM	H. LOCAL EXCHANGE CURRENCY RATE: $ US ____ (U.S. OWNED) (1) U.S. GRANT LOAN	(2) COOP COUNTRY (A) JOINT	(2) COOP COUNTRY (B) BUDGET
1. PRIOR THRU ACTUAL FY												
2. OPRN FY												
3. BUDGET FY 1972	100			100	100							
4. BUDGET +1 FY 1973	100			100	100							
5. BUDGET +2 FY 1974	100			100	100							
6. BUDGET +3 FY 1975	100			100	100							
7. ALL SUBQ. FY	100			100	100							
8. GRAND TOTAL	500			500	500							

9. OTHER DONOR CONTRIBUTIONS

(A) NAME OF DONOR	(B) KIND OF GOODS/SERVICES	(C) AMOUNT

III. ORIGINATING OFFICE CLEARANCE

1. DRAFTER	Carol A. Peasley	TITLE Program Office	DATE
2. CLEARANCE OFFICER	William C. Ide	TITLE Director	DATE Jan 11/72

IV. PROJECT AUTHORIZATION

1. CONDITIONS OF APPROVAL

2. CLEARANCES

BUR/OFF.	SIGNATURE	DATE	BUR/OFF.	SIGNATURE	DATE

3. APPROVAL AAs OR OFFICE DIRECTORS

SIGNATURE | DATE

TITLE

4. APPROVAL A/AID (See M.O. 1025.1 VI C)

SIGNATURE | DATE

ADMINISTRATOR, AGENCY FOR INTERNATIONAL DEVELOPME

Development Training Project

A. Goal

The long-term goal of this project is to improve overall effectiveness of administration within HMG in order to facilitate the achievement of Nepal's development objectives.

B. Purpose

The primary purpose of this project is to improve upper-level management and administration of Nepal's development institutions by providing training in administrative and management skills that are of key importance to development and not covered by other USAID/Nepal projects. A valuable consequence of this project should be the development of a concern within HMG for identifying its own management weaknesses in high priority development areas. The selection process, as described in "Course of Action" of this PRDP, will provide an interim focal point for this concern.

It is expected that at the end of this project there will be a greater availability of degree qualified personnel for upper-level positions within HMG. Two additional end of project conditions will be (1) the existence of a functioning institution within HMG which has the capacity to identify training requirements and (2) the institutionalization of modern management and administrative policies in the development agencies from which participants have come and to which they return.

C. Outputs

The primary output of this project will be participants who have received advanced training in the general areas of management and development administration. By specifying "management and development administration" the Mission wants to avoid a narrow definition of potential areas of training. The Mission views management and administration as dynamic processes demanding personnel trained in the social sciences, as well as in the traditional areas of "management" and "development administration." Recognizing this, the Mission would like to be able to provide advanced training in relevant social sciences when they are seen to be important to the development of better management and administration within HMG and the government corporations.

The number of participants to be trained each year will be determined at the beginning of each fiscal year, although the number will be dictated by the size of the annual budget -- e.g., the FY 73 budget of $100,000 would provide for approximately 15 participants, although the number would vary according to place of training.

Training provided will be primarily in academic institutions at the graduate degree level; however, when most appropriate, training can be of the on-the-job variety. This would be a strong possibility in the area of revenue administration, with training provided at a government revenue institution.

An additional output of this project will be the formulation of policies and procedures for determining training priorities. This will be done through the activation of the Selection Committee which will serve on an interim basis until the government establishes a permanent institution(s) capable of identifying training requirements and managing the resulting training programs. The Mission recognizes that "interim" may be several years, but feels that the Selection Committee can still provide a useful base of knowledge upon which His Majesty's Government can build.

A third major output will be reports in the Spring of 1976 and the Spring of 1978 on changes in management and administrative policies and practices. These reports will enable the Mission to evaluate the success or failure of the project in meeting its expected goals. It is presently planned that the first report will concentrate upon the quality of training received, while the second report will concentrate upon the effectiveness of the training in promoting better management and administration.

B. Inputs

USAID will provide up to $100,000 per year of the project to finance the cost of training approximately 15 persons per year in the United States and Third Countries. This $100,000 will also cover the international transportation costs of the selected participants.

USAID will provide a project manager to serve on the Selection Committee as USAID's representative. The Project Manager will preferably be the Public Administration Advisor who will devote 5% of his time to this project. If at the time of implementation there is no Public Administration Advisor, one of the new Multi-Sector officers will be Project Manager. The Project Manager (working in collaboration with the USAID Training Officer) will be a voting member of the Committee and will make a contribution equal to that of other members.

Upon receipt of formal nomination from the Selection Committee, the USAID Training Office will provide its services in processing the selected participants and in arranging their placement in a training institution.

The USAID will also provide 6 man months of short-term consultancy in both 1976 and 1978. These consultants will make management evaluation studies to determine if the returned participants have benefitted from the training and if the training is being effectively utilized. Results from these studies will be used to improve project design.

The major input of His Majesty's Government will be the creation of a Selection Committee to determine the priority management and administrative training needs of Nepal and to select the individual participants. This Committee will have input from the Centre for Economic Development and Administration (CEDA), Planning Commission (Manpower Section), Administrative Management Department, National Education Committee, Ministry of Finance (Foreign Aid Division) and USAID/Nepal.

E. Rationale

Because project-oriented training is normally limited to immediate project needs and does not always satisfy Nepal's over-all development objectives, USAID/Nepal feels that it should have a more generalized development training project. This project will provide the USAID with greater flexibility in its responses to the development needs of Nepal, thereby improving its ability to assist Nepal in its development efforts. This is not to say that the Mission will be merely responding to ad hoc HMG requests. The Selection Committee (with USAID representation) will specify areas of management and administration in which training will be offered, as well as qualifications for nominees.

The lack of high-level management and administrative skills in the GON and government corporations is an important hindrance to development in Nepal. At the present time, there are 700 HMG officials of the Class II Gazetted level. Of these approximately 15% have received some sort of advanced long-term training in management and/or administration. As more and more development-oriented institutions are created in Nepal (through USAID and other donor efforts), the lack of trained manpower becomes more evident. Similarly, as more and more projects come into existence, trained personnel are spread more thinly throughout the country. Obviously, this is a small project and cannot totally alleviate the problem. However, due to the relatively small number of gazetted government civil servants (3,600) and to the great mobility of these persons between ministries, the persons trained by this project can make a significant contribution to improved management and administration within the GON and government corporations.

The Centre for Economic Development and Administration (CEDA) is currently providing in-country management training. However, because it is itself only in the initial stages of development, CEDA's training programs are limited in duration and sophistication. This project is designed to supplement training beyond any now available at CEDA to those who have shown themselves to be best fitted to take advantage of such training. It should be noted that as an indirect result of this project, CEDA's own management and administration courses might be further developed.

Resulting improvements in government administration will also contribute to improved implementation of existing USAID-HMG projects, thereby enhancing USAID's "institution-building" efforts in Nepal.

V. Course of Action

The focal point for administering this project will be the Selection Committee, as described in Section D of this PAAD. The Selection Committee will identify training needs, set priorities, select individual participants, and select whether training should be in the U.S. or Third Countries. In identifying needs, the Committee will confine itself to areas related to the improved management and administration of Nepal's development objectives.

The number of participants will vary slightly each year, although the number will be controlled by the availability of funds -- i.e. $100,000 per year.

After identifying the areas for which training will be offered and the probable locales of training, the Selection Committee will concern itself with the actual selection of participants. While the Selection Committee will specify qualifications, it is anticipated that most of the GON personnel to receive training will be at the Class IX level -- i.e., individuals who have demonstrated their capabilities and who have good potential for advancement. Because it will observe approximately 120 persons in its 3 month course for Class IX Gazetted Officers during a given year, CEDA will be in a unique position to assist in identifying the persons most qualified for advanced training. Therefore, it is expected that CEDA will recommend individuals to the Selection Committee. The Committee will review those recommendations and make the final nomination. While CEDA will be making used of the initial nominations, other members of the Committee may also nominate individuals for specific training slots.

The selection of government corporation personnel will be similar to the procedures outlined above for GON personnel. The necessary qualifications will be set by the Committee. Keeping [illegible] mind, any member of the Committee can make a nomination, although it is expected that the bulk of nominations will come from CEDA after it reviews the performance of persons attending its planned 3 month Management Course.

Once selected the [illegible] will be processed through the Mission Training Office as regards [illegible] participation. The Training Office will also provide the Selection Committee with [illegible] information on possible cooperating universities and training facilities in the U.S. and other countries. The Committee can then use this information to [illegible] specific sites of training -- an exercise which in the longer [illegible] will better cope with its own overseas training program. [illegible] sites which might not always have vacancies, etc.; therefore, [illegible] the Committee to recommend several sites in order of preference.

In summary, the project's course of action will be as follows:

(1) Early in [illegible] year, Selection Committee identifies training needs within specified areas of project.

(2) Selection Committee establishes necessary qualifications for training slots and chooses sites of training.

(3) Nominations made to Selection Committee, primarily through GOBA.

(4) Review by Selection Committee and final selection.

(5) Processing of participants by USAID.

PROJECT LOGICAL FRAMEWORK

PROJECT LOGICAL FRAMEWORK

Evaluation for Period: _____ to _____

Date Prepared: _____

ect Title: Development Training

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
am or Sector Goal: mprove overall effectiveness of administration in HMG in order to facilitate the achievement epal's development objectives.	Measure of Goal Achievement: 1. Personnel, equipment & supplies are made available to HMG projects on a timely basis. 2. Projects & programs undertaken as specified in 5-year plan.	1. Interviews with Secretaries and Directors.	1. Continued emphasis on part of Palace & Cabinet on need for improved administration. 2. Stable political situation.
ct Purpose: ove upper-level mgmt. & administration of l's development agencies.	Conditions Expected at End of Project: 1. Greater availability of (degree) qualified personnel for upper level positions w/i HMG. 2. Functioning institution w/i HMG with capacity to identify training requirements. 3. Returned participants are instrumental in instituting internalized mgmt. & admin. policies in their respective agencies.	1. -Technician report -existence of agency -special study 2. -Technicians report -special study 3. -HMG Personnel records -special studies	1. Lessons learned during training can be transferred to and adapted for Nepal. 2. Development agencies headed by people responsive to change and improved mgmt. 3. Trainees at Under Secretary level can have impact.
ts: Trained upper & middle mgmt. personnel (primarily at under-secretary level) in Mgmt. Technical, Administrative procedures, economics, & relevant social sciences. Policies & procedures for determining priorities for training. Reports on changes in mgmt. & administrative policies & practices.	Magnitude of Outputs: 1. FY 73-15 74-15 75-15 76-15 77-15 2. FY 75 and (of) 3. a) Spring '76 b) Spring '78	1. HMG records 2. Technicians reports	1. Persons at Under Secretary level available for training. 2. Committee given authority to establish priorities.
s: ID Personnel 1. -Mgmt. Training Advisor (5% of time over 5 MY) to assist in selection etc. 2. Short term mgmt. consultants (6 MM) (6 MM) Participant Training (degree) 15 individuals per year for 5 years sonnel to staff Selection Committee (reps from M, Planning Commission /Manpower Section/ AND, tional Education Committee) Ministry of Finance reign Aid Div./.	Implementation Schedule *(Target Dates)*: USAID A. 1. FY 73 - end of FY 77 2. a) Jan 76 b) Jan 78 B. FY 73-15 74-15 75-15 76-15 77-15 HMG FY 73-77	USAID records HMG records	1. USAID still exists 2. Availability of Public Admin. advisor to devote 5% of time to this project 3. Availability of HMG personnel interested in serving on Selection Committee and making it work

Clearance

Project Manager _____

Division Chief _____

Program Officer _____