

PD-AAF-502

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AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT REVIEW PAPER FACESHEET		1. TRANSACTION CODE <input type="checkbox"/> A ADD <input type="checkbox"/> C CHANGE <input type="checkbox"/> D DELETE		PRP 2. DOCUMENT CODE 2
3. COUNTRY/ENTITY Africa Regional		4. DOCUMENT REVISION NUMBER Original <input type="checkbox"/> 63		
5. PROJECT NUMBER (7 digits) <input type="text" value="698-0405"/>	6. BUREAU/OFFICE A. SYMBOL AFR B. CODE [06]		7. PROJECT TITLE (Maximum 40 characters) <input type="text" value="Reg. Rural Development Training (PAID)"/>	
8. PROPOSED NEXT DOCUMENT A. <input type="text" value="3"/> PP B. DATE MM YY <input type="text" value="05"/> <input type="text" value="7"/> <input type="text" value="7"/>		9. ESTIMATED FY OF AUTHORIZATION/OBLIGATION A. INITIAL FY <input type="text" value="7"/> <input type="text" value="8"/> B. FINAL FY <input type="text" value="8"/> <input type="text" value="2"/>		

10. ESTIMATED COSTS (\$000 OR EQUIVALENT \$1 -)

A. FUNDING SOURCE	FIRST FY (78)			LIFE OF PROJECT		
	B. FX	C. L/C	C. TOTAL	E. FX	F. L/C	G. TOTAL
AID APPROPRIATED TOTAL	930		930	4,700		4,700
(GRANT)	(930)	()	(930)	(4,700)	()	(4,700)
(LOAN)	(-)	()	(-)	(-)	()	(-)
OTHER: 1.						
U.S. 2.						
HOST COUNTRIES (Africa)	260		260	2,800		2,800
OTHER DONOR(S)	1,350		1,350	8,020		8,020
TOTALS	2,540		2,540	15,520		15,520

11. PROPOSED BUDGET AID APPROPRIATED FUNDS (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE		E. FIRST FY 78		LIFE OF PROJECT	
		C. GRANT	D. LOAN	F. GRANT	G. LOAN	H. GRANT	I. LOAN
(1) EH	660 3	720		930	-	4,700	-
(2)							
(3)							
(4)							
TOTAL				930	-	4,700	-

12. PROJECT PURPOSE (Maximum 480 characters) "X" IF DIFFERENT FROM PID

1. To develop and improve the capability of African national institutions to provide support and training for national programs in the economic and social development of rural areas.

2. To provide regional consulting services and support in management and planning to African national institutions.

13. DATA CHANGE INDICATOR. WERE CHANGES MADE IN PID FACESHEET DATA, BLOCKS 12, 13, 14, OR 15? IF YES, ATTACH CHANGED PID FACE SHEET.

1 = NO
2 = YES

14. PLANNING RESOURCE REQUIREMENTS (Staff/Funds)
 For PP design: estimated \$7,000 for consultant services in development administration and project management for 4-6 weeks.

15. ORIGINATING OFFICE CLEARANCE SIGNATURE <i>[Signature]</i>		16. DATE DOCUMENT RECEIVED IN AID/W. OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION MM DD YY <input type="text" value="05"/> <input type="text" value="07"/> <input type="text" value="05"/>
TITLE Director, Office of Regional Affairs Bureau for Africa	DATE SIGNED MM DD YY <input type="text" value="05"/> <input type="text" value="07"/> <input type="text" value="05"/>	

PROJECT REVIEW PAPER: REGIONAL RURAL DEVELOPMENT TRAINING (PAID)
698-0405

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PROJECT REVIEW PAPER: REGIONAL RURAL DEVELOPMENT TRAINING (PAID)

Project Number: 698-0405

I. PRIORITY AND RELEVANCE

A. The AID Mandate

For the last several years AID has been directing increased attention on means and methods of tangibly increasing the participation in development by the "poor majority" in the developing countries. Experts in development administration have basically agreed that essential prerequisites for the success of such development-oriented programs include (1) a commitment to this goal by the developing country and (2) the strengthening of existing local institutions supported by extensive public/popular participation. Efforts to reach the poor involve difficult managerial problems of coordination, decentralized administration and the creation of local organizations where they are lacking. They also require substantial changes in central government attitudes, political and program priorities and location of service facilities and personnel. It is also generally acknowledged that no easy, quick or inexpensive solutions now exist. ^{1/}

The Agency's "mandate" of increasing the participation of the "poor majority" in the development process, as only summarized above, is, perhaps, more complex operationally than conceptually. The situation in Africa, south of the Sahara, presents a particular challenge. African governments are confronted by the consequences of the Sahelian drought, increasing population pressures, ecological damage

^{1/} Report of the AID Work Group on Management Improvement and Development Administration, August, 1975.

(deforestation, soil infertility, etc.) and slipping economic growth rates (declining GNPs). On the other hand, the international donor community, at least in the medium term, stands ready to mobilize financial resources, technical assistance, and capital investments and to cooperate and contribute in any reasonable way to overcoming the constraints to development facing Africa today.

The basic question with which AID is grappling is "how?" How can AID help improve human and institutional resources for planning and managing effective development programs in Africa? How can AID assist African governments improve their capacity to design, implement and evaluate development programs in order to make the most efficient use of scarce internal resources and to absorb and coordinate effectively available external resources? One means to this end is through long-term support to the Pan-African Institute for Development (PAID).

B. Summary Background of PAID

A private, nonprofit, international organization, PAID was established in 1964 under Swiss law. Although its General Secretariat is maintained in Geneva, PAID has its operational institutions in the United Republic of Cameroon. As set forth in its charter (revised in March 1976),

PAID's purpose is to assist ... in the economic, social, and cultural development of African countries through the training of Africans capable of assuming responsibility on all levels of leading the African populations to a higher standard of living ...

By "development," PAID means the necessary process, both global and cumulative, by which a regional or national community can realize its maximum potential, using the most appropriate means and techniques, in order to satisfy, in an equitable and lasting fashion, the needs of all people within a perspective of change and integration in today's world.

In PAID's view of "training," the human being is both the means and the result of development and must be used as the principal resource, responsible for his actions in an organized society. Training is the best means available to make this person capable of actively participating in his own development and in the development of his local, regional and national community.

Considering the concept of "development" as all-encompassing and integrated, PAID tends to concentrate especially (but not entirely) on interventions in the rural sector of the African society and economy. PAID seeks to promote integrated rural development through the active participation of the target rural and related urban populations. This intervention implies the close coordination of training, research and support for development projects. Integrated rural development must not be confused with either agricultural development or rural development, per se; it requires the economic, social, administrative and spatial integration of all inputs, participants and related factors which will allow the population of a particular region to reap the benefits of progress and development. ^{2/}

The first PAID institution to be established was the Douala Institute (formerly called the Ecole des Cadres) in 1965, providing middle-level training to development agents from francophone African countries in a two-year program. The Buea Institute (formerly call the DuSautoy College) was established in 1969 and offers a one-year training program for middle-level field agents from anglophone African countries. A Center for Applied Research and a Center for Project Management were established, respectively, in 1972 and 1973. A recent internal reorganization of PAID included the consolidation of these latter two centers into a new unit, Central Program Support Services (SCAP), which

2/ "Guiding Principles of PAID's Program," March 1976.

includes a Division for Applied Research, a Division of Management and a Division of Documentation. AID's prior assistance to PAID is discussed below (III).

PAID was early in identifying and responding to specific manpower training needs in terms of African development problems. The organization is committed to maintaining an experimental approach in the development and expansion of its several institutions and programs. PAID's continuing experience with methodologies, materials and modes to meet chronic human resources development needs in Africa should be recognized as another of its significant accomplishments. After 12 years of work in this field, PAID has a unique accumulation of African experience, leadership and information which is increasingly in demand by its African client governments.

C. The Demand for Rural Development Training

One of the primary considerations for continuing AID assistance to PAID must be the confirmation that PAID's services in rural development, applied research and field applications, are, in fact, responsive to the expressed needs of African countries south of the Sahara. An assessment of the demand in West Africa for the types of services which PAID can offer was made within the context of the PAID feasibility study of the establishment of a "regional PAID" to service specifically the countries of francophone West Africa, including the Sahel. The study will be completed by January 1977; the PAID staff, however, discussed

the conclusions of the study with the PRP design team: (1) there is a growing demand for middle- and upper-level rural development training in planning and management which will complement the technical training programs presently being offered at national, regional and international organizations in West Africa (including the Sahel); (2) national training institutions should incorporate rural development training in management and planning within their present programs; and (3) any rural development training programs in management and planning must be based on the realities in the field.

As further evidence of the demand for PAID's services in Africa today, PAID has either completed or has been requested to undertake the following programs with African governments or international organizations:

(1) Niger: proposal to contract four PAID trainers to teach at the Institut Pratique de Developpement Rural (IPDR); indefinitely postponed;

(2) Upper Volta: training program offered for managers and planners working in the 12 Regional Development Organizations (ORDs); held in March 1976 in Ouahigouya;

(3) Congo/Brazzaville: training program completed for agricultural engineers in methods of undertaking field work as the basis for research in rural development;

(4) Liberia: request to PAID to offer training for regional planning superintendents; training would be offered at the Buca Institute with field experience in Tanzania and Ghana;

- (5) Cameroon: proposal to enter into a long-term relationship with PAID for training in management of livestock programs;
- (6) WHO: proposal to PAID to analyze a rural water utilization program in order to assure an integrated approach (agriculture, health);
- (7) UNICEF: proposal to send 10 employees per year for training in project management;
- (8) FAO: PAID will undertake several programs, including training in forestry in Gabon and training in cooperatives in Mali's Sixth Region;
- (9) ILO: PAID has undertaken a study of training and research institutions in Africa;
- (10) Cameroon: request for PAID to offer a training program in social welfare for staff of the Ministry of Social Affairs;
- (11) Senegal: proposal to cooperate with the Institute of Public Administration;
- (12) Togo: request for PAID assistance in curriculum reform;
- (13) WHO: request for PAID to undertake research for a water/sanitation study in the Malagasay Republic;
- (14) Cameroon: proposal to enter into a long-term relationship with the University of Cameroon;
- (15) Chad: request for PAID to offer a course in the training of trainers within the Ministry of Agriculture;
- (16) Niger: request for PAID to undertake a training program in rural credit;
- (17) Guinea-Bissau: request to PAID for a training program for middle-level managers.

In addition to the above listing, which may not be complete, PAID receives annually 300-400 applications for training at each of the two institutes. In as many countries as possible, local selection committees screen and interview candidates. In countries where there is no organized selection committee, PAID staff members visit and personally conduct interviews, resulting in the final selection of only 60 students per year for training at the Douala Institute and an average of 55 students for training at the Buea Institute. Given not only the African governments' interest in sending Africans to PAID, but also the increasing numbers of qualified candidates, both institutes chronically accept 10-12 more students than can be lodged comfortably in the student dormitories.

It is, therefore, obvious that PAID is increasingly recognized as an institution which is unique in offering appropriate types of rural development training, research opportunities and related support (including the training of trainers) to national integrated rural development programs. It is equally obvious that the demand for these types of services is so great that it cannot be met without an expansion of the institution as it exists today.

II. DESCRIPTION OF THE PROJECT

A. Project Studies

1. PAID's Plans for Institutional Reform and Expansion

Given the increasing demand from African governments for middle-level management training and related services provided by PAID, in 1974 PAID's Governing Council proposed a progressive reform and expansion of the institution. The Governing Council's proposal, "The Role of

PAID in Rural Development in Africa," was presented at PAID's Tenth Anniversary Colloquy held in Yaounde in July 1975. Attending the colloquy were representatives from 23 African countries and 22 donor organizations. The concept and principle of the proposal were endorsed, but it was recognized that plans for PAID's expansion could not be undertaken until required feasibility studies were conducted, and results and recommendations were accepted.

The Governing Council's proposal included three components:

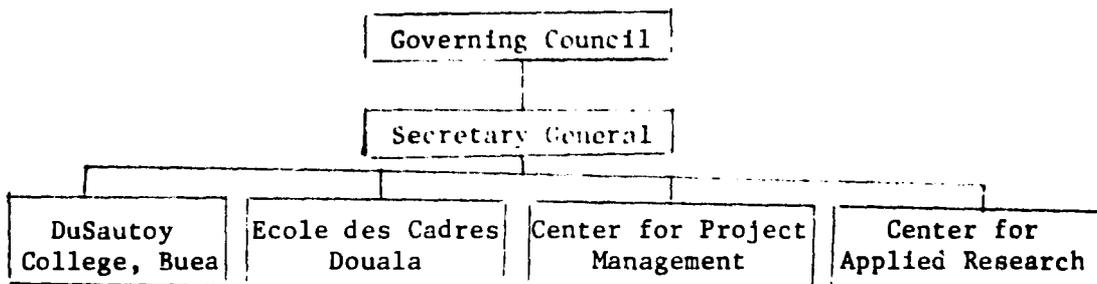
(1) establishment of two new "development institutes" to serve the needs of francophone West African countries (with a special emphasis on the Sahel) and anglophone East and Southern Africa;

(2) a revision of the curriculum content of the PAID programs offered at the Douala and Buea Institutes to incorporate more relevant course subjects, teaching methods, and research for the training of development agents in rural development management and planning; and

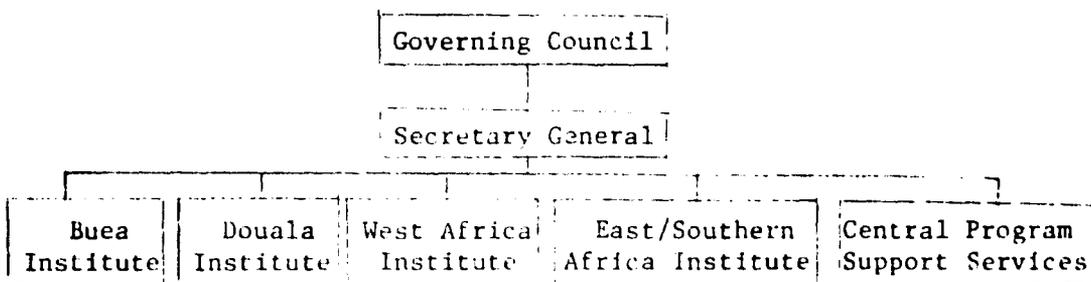
(3) establishment of a Central Program Support Services unit in PAID to coordinate the training, research and related support program of, eventually, all four development institutes.

The following diagrams illustrate PAID's organization prior to implementation of the reform measures and after the reorganization.

Organization Structure Prior to Reform/Expansion:



Reorganization Based on Reform/Expansion Program:



It should be noted that PAID intends to recruit an African Deputy Secretary General within the next two years, and an African Secretary General may be appointed by 1980.

The reform measures are based on an increased emphasis on a "three-dimensional" program approach: training, research and support. In the area of training, PAID will now offer three types of training programs: (a) long-term (1-2 year) diploma programs in rural development management and planning and training of trainers, (b) short-term (3 months) specialized courses, and (c) short-term (3-4 weeks) specialized, external seminars. Activities and field work in applied research will be integrated into the training programs. In addition, each institute will also increasingly provide special support and consultancy services to African national institutions and others in rural development management, planning and training.

2. AID evaluation of PAID, October-November 1975

In collaboration with PAID staff, AID conducted an evaluation of PAID's activities as a basis of assessing the impact of AID assistance up to that time and for an internal recommendation on whether or not AID should consider additional assistance to support PAID's plans for reform and expansion. (See section III.D. below for a summary of AID inputs to PAID programs to date.) One of the primary recommendations of the evaluation team was AID support for PAID's feasibility study for the West Africa Institute. In June 1976, AID provided \$200,000 for this purpose. Additional recommendations stated that (1) "based on PAID's demonstrated acceptance, stability and utility, AID should maintain continuing interest in PAID's activities, including financial support, as long as AID's perception of the unsatisfied needs remain firm and the quality of PAID as a 'chosen instrument' remains high;" (2) "PAID should undertake a continuing study of its various activities and components to determine how PAID can promote a more active, participatory role for women in development" (see Section IV.B. below); and (3) "PAID's reform plan for a Central Program Support Services unit to develop and integrate its documentation, information, publications, teaching tools, central planning and related functions should be commended, encouraged, and accelerated." ^{3/}

3. PAID Feasibility Studies on Establishment of Additional Institutes

As mentioned above, under the on-going AID project with PAID, AID has provided \$200,000 to finance the costs of PAID's study of the

^{3/} "Report and Recommendations on the Pan-African Institute for Development," November 1975.

feasibility of establishing a regional development institute to serve francophone West Africa. AID has financed the salaries, per diem and travel expenses for two members of the PAID professional staff (a sociologist and an economist) to conduct the study, plus short-term consultant services to gather additional background information on the Sahel and to assist in planning the PAID Colloquy for African government representatives and donors to consider the recommendations of the study. The Commonwealth Fund for Technical Cooperation (CFTC) will finance the costs of a similar study to determine the feasibility of establishing a development institute for Eastern and Southern Africa.

The scope of work of the West Africa/Sahel study included: (a) an assessment of needs for training and research in rural development in both the public and private sectors; (b) identification and description of training institutions already established in the countries visited which may be able to contribute to the solution of the problems of training needs with additional assistance; (c) renewed contacts with former PAID students; and (d) collection of documents which may be useful in designing the training curriculum for a new PAID institute.

The PAID two-man team visited 11 West African countries (Mauritania, Mali, Upper Volta, Niger, Chad, The Gambia, Senegal, Guinea-Bissau, Ivory Coast, Togo, and Benin). The PAID team had planned to visit Guinea, but no response was received from the introductory letter sent to the African governments requesting authorization for the team visit. Following completion of arrangements in February 1976, the field work started in March in Upper Volta and was completed in July.

Two weeks were spent in each country, and in each an average of 20 persons involved or interested in training requirements were interviewed.

For each country, the PAID team collected information on (a) government priorities in rural development at both the political and administrative levels, (b) existing "structures" and organizations for development and the promotion of integrated rural development (such as the ORDs in Upper Volta and the rural development agency (SORAD) in Togo), (c) the present and future capacity of existing national training institutions to meet training needs, and (d) research "structures" (both basic and applied). After examining a country's aggregate training needs, the team then focussed on training needs in management and planning. The results of the field work will be published by PAID in eleven volumes; to date, only the volume on Upper Volta has been published.

The PAID team discussed the qualitative results of the feasibility study with the PRP team. In general, the African governments lack the financial capacity to finance needed training programs and must rely instead on external donor financing; the rural situation is deteriorating (urban revenues are increasing; rural revenues are decreasing); the food situation is still precarious and malnutrition is widespread; the basic tendency of African governments is to approach rural development in terms of capital intensive inputs; and manpower requirements will be great for the foreseeable future.

Another significant conclusion of the PAID feasibility study is that manpower deficits are most serious at the middle- and lower-levels. Nevertheless, African governments are addressing these strata in existing training programs. The most serious need for training, then, exists at the next higher level. Requirements for training of higher level cadres in Upper Volta, Niger and Chad were cited as the most serious. Finally, the PAID team confirmed that there is presently no institution in West Africa which specifically provides training in management and planning.

4. AID PRP Team

Following AID/W approval of a FY 78 PID proposing a new project to assist PAID, a five-man PRP team was fielded to initiate the design of this project. Team members included the RDO/Yaounde Human Resources Development Officer (Co-Team Leader), the AFR/RA Project Officer (Co-Team Leader), the Director of AFR/DR/ESAP, the TA/PA Specialist in Development Administration and a consultant in women's roles. The team met the Secretary General and the directors of the PAID institutes, Center for Applied Research and SCAP for several general sessions which were then followed by individual meetings with each director and members of his staff. The team also toured the Douala Institute and the Buea Institute, but was unable to meet any students because the fall training cycles had not yet begun. This PRP is based on the information collected in these meetings and on the verbal request of the Secretary General for AID's continuing assistance to

PAID. The Secretary General and the PAID staff are fully aware that additional details and information will be required for preparation of the Project Paper next May.

B. Project Description

1. Project Goal

The goal of the project is to achieve more effective and efficient utilization of scarce human, financial, and natural resources in priority sectors of African countries.

The major emphasis of the project is on the development of rural areas in Africa through a dynamic, pragmatic and integrated approach to rural problems and needs. A basic assumption of the project is that African governments will recognize the value and necessity of integrated rural development programs to promote Africa's long-term economic and social development.

2. Project Purposes and End-of-Project Status

The purposes of the project are (1) to develop and improve the capability of African national institutions to provide support and training for national programs in the economic and social development of rural areas and (2) to provide regional consulting services and support in management and planning to African national institutions.

"Institutions" are defined in a broad sense to include technical ministries, planning organizations, regional agencies and educational

institutions concerned with rural development. By the end of the project, PAID estimates that 40 such institutions will have developed or improved their capacity to provide support and training in planning and managing integrated rural development programs.

Consulting services and support in planning and managing rural development programs will be provided to African national institutions by the Pan-African Institute for Development. By the end of the project, four regional PAID institutes will be in operation to serve the rural needs of Africa through programs in training, applied research and consultation. The four institutes include the two existing facilities in Cameroon and two new institutes for francophone West Africa and anglophone East/Southern Africa.

PAID will also have a Central Program Support Services (SCAP) unit to assure coordination in program planning and to provide special consultants, staff training and centralized management necessary to support the regional services.

For PAID to be effective in achieving the purposes of this project, it is assumed that African governments will request PAID's assistance for training and support in rural development management and planning.

3. Project Outputs

The four regional PAID institutes will provide a three-dimensional program to the African region, consisting of training, research and support.

The instructional component, while varying in duration and design depending upon the setting, will include long-term training, short-term specialized training, and short-term external seminars. ^{4/}

The training will be for (1) personnel involved in the planning and implementation of national programs in integrated rural development and for (2) trainers who will assist national governments to undertake similar training within their own institutions.

Typically, the long-term training will consist of five units, composed of two "core subjects" and three "electives" related to specialized areas of interest. The training will include field experience in selected "development zones," involving the participation of local people and institutions in the development process.

Short-term training will be offered at PAID to participants who can not take, or do not need, a full five-unit course. These participants will take one or more of the units offered (for example, a Training of Trainers unit), depending on their special requirements.

Short-term external seminars will be of two types: (1) training in project design, management, and evaluation for higher level officials, and (2) specialized seminars related to specific problems in integrated rural development, such as food production, water resources, livestock production, etc. These seminars will be conducted at the request of host governments or regional organizations.

^{4/} "External" refers to a location other than a PAID institute, i.e., in-country or regional.

The following table summarizes the anticipated number of students and seminars for each of the four regional PAID institutes during the five-year period of this project. The table shows a total of 1,070 students in long-term training; 2,005 students in 60 short-term courses; and 3,850 participants in 106 external seminars.

TABLE 1: Estimated Number of Students and Seminars,
PAID Regional Institutes, FY 1978 - FY 1982

A. Number of Students in Long-Term Training (1-2 years)

	<u>FY 78</u>	<u>79</u>	<u>80</u>	<u>81</u>	<u>82</u>	<u>TOTALS</u>
Douala Institute	80	60	60	60	60	320
Buea Institute	60	60	60	60	60	300
West Africa Institute	40	40	50	50	60	240
East/Southern Africa Institute	-	40	50	60	60	210
TOTALS	180	200	220	230	240	1,070

B. Numbers of Students (and courses) in Short-Term Training (3 months)

Douala Institute	175 (5)	175 (5)	210 (6)	210 (6)	210 (6)	980 (28)
Buea Institute	30 (1)	60 (2)	105 (3)	120 (4)	120 (4)	435 (14)
West Africa Institute	-	70 (2)	105 (3)	105 (3)	120 (4)	400 (12)
East/Southern Africa Institute	-	-	-	70 (2)	120 (4)	190 (6)
TOTALS	205 (6)	305 (9)	420 (12)	505 (15)	570 (18)	2005 (60)

C. Numbers of Students (and seminars) in External Training (3-4 weeks)

Douala Institute	180 (6)	180 (6)	210 (7)	210 (7)	210 (7)	990 (33)
Buea Institute	200 (5)	200 (5)	225 (5)	315 (7)	315 (7)	1,255 (29)
West Africa Institute	120 (4)	175 (5)	210 (6)	210 (6)	210 (6)	925 (27)
East/Southern Africa Institute	-	120 (3)	160 (4)	200 (5)	200 (5)	680 (17)
TOTALS	500 (15)	675 (19)	805 (22)	935 (25)	935 (25)	3,850 (10)

Each of the four regional PAID institutes will conduct applied research programs related to problems of integrated rural development. Field research will be done by two or three researchers assigned to each institute, working under the guidance and direction of the central research staff in SCAP. During the life of the project, it is expected that PAID's research program will produce 20 year-long field studies which, in turn, will support the preparation of approximately 100 specialized case studies for use in PAID's instructional programs.

PAID's field application and support programs will consist of (a) consulting services in specialized subjects related to management and planning of rural development programs, including training for project design and management; (b) development and dissemination of training materials and research findings; and (c) establishment of a documentation and publications center for materials on rural development management and planning. PAID will have 10-15 African specialists in management, planning and training to provide consulting services to African governments and regional organizations.

In order to achieve these outputs, it is assumed PAID will receive African and donor financial support to increase staff resources and to improve and expand its physical facilities. As discussed under Feasibility Issues (Section V), it is also assumed that PAID will improve its administration and internal management capability in order to carry out its varied programs.

4. Project Inputs

During the life of this project, PAID will require a total of 323 manyears of service by its professional staff to carry out its programs. The estimated on-board staff required for each of PAID's management units is given in the following table.

TABLE 2

PAID's Estimated Staff, FY 1978 - FY 1982

	<u>FY 78</u>	<u>79</u>	<u>80</u>	<u>81</u>	<u>82</u>
Secretary General	2	2	2	2	2
SCAP	10	11	12	14	14
Douala Institute	16	17	17	17	17
Buea Institute	13	14	14	14	14
West Africa Inst.	10	12	12	12	14
East/Southern Africa Institute	2	8	9	10	10
	—	—	—	—	—
TOTALS	53	64	66	69	71

(a) Technical Services

AID will assist PAID by making the following inputs to PAID's staffing requirements: (1) Long-term services of U. S. contract personnel in project management, research and communications (10 man-years); (2) Short-term U. S. consultant services in project design and management and special development problems (20 man-months); and (3) financial support to pay salaries of 60 man-years of service by African staff contracted by PAID. In addition, AID's contribution of scholarships to attend PAID's institutes will provide salaries for an estimated

20 man-years of service by African staff. Other donors will provide funds (mainly through scholarships) and technicians to give PAID 240 man-years of long-term professional services and approximately 90 man-months of short-term consultant services.

(b) Training

As a further input to PAID's staff development, AID will provide 120 man-months of long-term and short-term participant training in the United States or Africa. It is expected that other donors will provide an additional 240 man-months of similar staff training.

(c) Scholarships

AID will provide scholarships for a total of 150 man-years for students to attend PAID's regional institutes for both long-term and short-term training. Other donors and African countries are expected to provide scholarships for an additional 1,575 man-years of training.

(d) Seminar Support

AID will also provide partial financial support for 30 external seminars to be conducted by PAID. Since these seminars will be held at the request of African governments, it is expected that the host countries will fund approximately half of the costs of these 30 seminars. Other donors and African countries are expected to support an additional 76 seminars to be conducted by PAID during the life of the project.

(e) Commodities

AID and other donors will contribute commodities required by SCAP and the four regional institutes. These commodities will include office equipment and furniture, offset printing equipment, photo-copying machines, audio-visual equipment and materials, instructional reference materials and vehicles.

(f) Operating Costs

AID will provide partial funding for the operational expenses of SCAP and for the initial operating costs of the West Africa Institute. Operational expenses include salaries for support staff, per diem and travel costs for professional staff and researchers, communication costs and other recurring expenditures. Other donors and African countries will also assist PAID with these requirements.

For the provision of these inputs, it is assumed that AID, African country, and other donor resources will be available and forthcoming in a timely manner.

See Section VII for the Financial Plan, including Table 7 for the costs of AID inputs.

III. A. I. D. AND OTHER RELEVANT EXPERIENCE

Experience relevant to this project includes various (1) institution-building projects and research, (2) rural development projects, (3) human resources and training project, (4) management projects and research, (5) knowledge and experience regarding francophone African needs and (6) special concern with the role of women in development. Instead of an extensive search of relevant literature, an attempt was made to field an interdisciplinary PRP team whose combined background and knowledge would bring to bear much of the relevant experience.

It may be useful, however, to reference some specific experience and to describe three projects which are closely related to this proposed project, as well as predecessor projects with PAID.

A. Project Management Training (CAFRIAD), Project No. 698-0397

Approved in June 1976, this AID project will provide \$731,000 over five

years to assist the African Training and Research Center in Administration for Development (French acronym, CAFRAD) primarily "to develop and improve the capability of African national institutions to train and consult in development project management, including project planning, design, implementation and evaluation." CAFRAD will undertake and, over a period of five years, institutionalize a program in project management training (PMT) in two stages: (1) a 3-4 month training of trainers program given either at CAFRAD or at an African host government institution at least annually to a total of 60 professional trainers and (2) establishment of a total of 15 subregional PMT centers in selected anglophone and francophone African national institutions. PMT courses at the subregional centers will also be conducted cyclically, will require 4-6 months, depending on the curriculum content, and will be offered to an estimated 225 actual and potential project managers at each center. At the end of five years, it is expected that 3,400 project management personnel will have been trained at the subregional PMT centers. The first training of trainers program was held at the Kenya Institute of Administration from June-August 1976. Trainers were principally from anglophone African states; the next two training of trainers programs will be conducted for trainers from Nigeria and from francophone Africa.

The CAFRAD project raises the issue of possible duplication or conflict with this proposed project, at least in certain countries. The AID Kenya Mission raised this issue in regard to CAFRAD's plans to establish a sub-regional training center in project management in the Kenya Institute of Administration (KIA) (NAIROBI 9498, 9/4/76).

At the level of aggregate need, with two small, thinly-staffed institutions attempting to serve some 35 African countries, the idea of conflict is almost absurd. Unfortunately, institutional relationships do not always follow the numerical logic of supply and demand. The possibility of conflict, therefore, should be taken seriously.

First, it must be recognized that CAFRAD's mission begins with development administration and PAID's with integrated rural development. This distinction is officially recognized by ECA. However, "development administration" does include substantive concerns of development, so that no legalistic definition of jurisdiction is either possible or desirable. (Indeed, the AID Bureau for Africa, the Technical Assistance Bureau and external U. S. consultants encouraged CAFRAD to include substantive, and specifically rural development, concerns in its project management training program. CAFRAD's curriculum reflects a great deal of effort on this.) Nevertheless, the respective charters of CAFRAD and PAID orient each of them to somewhat different institutional clients. The anglophone National Institutes of Administration (such as KIA and GIMPA) and the francophone Ecoles Nationales d'Administration are included more naturally among the clientele of CAFRAD. PAID models a new kind of institution more directed to rural people within the village setting (and on field sites and field projects) than to civil servants. Hence, PAID clientele tends toward agricultural, cooperative, community development and other rural development institutions.

Secondly, geographic location and language help to define some comparative advantages of the two institutions, though both clearly aspire to Africa-wide service. CAFRAD has more experience with the northern tier of African states, boasts competence in Arabic and has established strong anglophone links (partly through its successful Top Management Program). PAID's experience and language competence are, perhaps, stronger in francophone Africa.

The main point to be made, however, is that there is a great need for both CAFRAD and PAID outputs, no real cause for conflict, and substantial potential benefits in collaboration. Leaders of both institutions profess willingness to communicate and collaborate. PAID staff members have visited CAFRAD several times, and CAFRAD's project manager for the AID-supported project management training program visited PAID last year. PAID's research staff has also found CAFRAD's curriculum development useful.

The PRP team concludes, nevertheless, that more communication and cooperation would benefit both institutions and would help to assure the complementarity of their respective programs. The PRP team also recommends that a single AID/W project officer remain responsible for both projects to help assure coordination and to facilitate cross-communication, including timely information to interested AID Missions. Well-informed AID Missions can, in turn, help to facilitate coordination at the country level.

As to CAFRAD and PAID interventions in Kenya, PAID staff indicated to the PRP team that there are presently no plans to locate the East/Southern Africa Institute in Kenya.

B. Human Resources Development Program In Chad (proposed FY 1977 project)

PAID's Director of Central Program Support Services (SCAP) participated in the design of the project management training component of this integrated human resources development program for Chad. The Project Paper proposes that PAID provide two project trainers for two years each under contract, plus consulting support services. If PAID participates in this project component, PAID's experiences and linkages with Chad will be strengthened, but it will also further strain the thin ranks of experienced PAID project trainers and organizers.

C. African Manpower Development (Project No. 698-0384)

Initiated in FY 76, the scope and magnitude of this project have been expanded beyond INTERAF and AFGRAAD programs, providing the mechanism for financing training in the U. S. or in Africa at the undergraduate and graduate level and special training at any level. AID Missions are required to submit annual training plans identifying priority training needs and recommending numbers of Africans to be trained, types of training, level and length of training periods.

Within the guidelines of this project, it is possible that AID Missions will be able to send individuals to PAID for short-term specialized training and, possibly, long-term diploma training. This can be done in at least three ways:

(1) an AID Mission may contract with PAID to sponsor an external seminar on a specialized subject, such as project management training, requesting financing for all costs of the seminar from the African Manpower Development project; (2) Missions may nominate participants to PAID for attendance at short-term courses (such as training of trainers) offered at the PAID regional institutes, with candidates being either selected or rejected in PAID's competitive selection process; and (3) AID Missions may supplement official government requests to PAID for applications to all PAID training programs. In this instance, a Mission must coordinate AID project training needs directly with the host government's request to PAID. The directors of Douala and Buea Institutes indicated that they would not be able to consider AID requests for long-term training outside of host government official requests.

D. Predecessor AID projects with PAID include:

PAID-Middle Level Manpower (625-11-690-521)

Duration: FY 1973 - FY 1975

Life-of-project cost: \$720,170

and

Training for Project Design and Management (625-11-790-905)

Duration: FY 1973 - FY 1977

Life-of-project cost: \$2,185,000

Combined AID inputs for the two projects include:

- (1) Services of a U. S. Audio-visual Specialist for the Buea Institute for two years (1971-1973);
- (2) Long-term (one year) training in the U. S. for one African Audio-visual Specialist, now on the staff at the Buea Institute;
- (3) Services of a U. S. Agricultural Extension Specialist at the Buea Institute for 42 months (1974 - 1977)
- (4) Equipment and materials for audio-visual and agricultural extension instruction, mainly at the Buea Institute;
- (5) 50 scholarships for students to attend the Buea Institute;
- (6) 60 scholarships for students to attend the Douala Institute;
- (7) Provision of short-term consultant services for project management seminars;
- (8) Provision of salaries for 8 permanent professional staff of the former Center for Project management and for short-term consultants for project management seminars;
- (9) Short-term training for approximately 8 PAID staff members in project design and management;
- (10) Training and per diem costs for approximately 16 seminars in project design and management;

- (11) Office equipment for the former Center for Project Management, now being used in the Central Program Support Services (SCAP) unit;
- (12) Support staff salaries and operational expenses for the former Center for Project Management and for SCAP; and
- (13) Funds for a feasibility study for PAID's West Africa Institute.

E. Additional References which bear on this project include:

- (1) Institution-building studies by Milton Esman, William Siffin and others;
- (2) Findings of the AID Work Group on Management Improvement and Development Administration (Hall Report), August 1975;
- (3) Studies of non-formal education in Africa;
- (4) Papers on rural development by the AID Working Group on the Rural Poor;
- (5) LA project, Agricultural Management (Inter-American Institute of Agricultural Sciences) (No. 598-0547);
- (6) Technical Assistance Bureau projects: Modernizing Management (No. 0937), Project Management Applications (No. 0096) and Local Action Guidance (No. 0986);
- (7) USDA/ERS International Training Division (funded by SER/IT and TA/DA) and the East-West Center's Food Institute;
- (8) Project training activities of PPC/PDA, SER/PM/MD (Syracuse University), IBRD/Economic Development Institute, Inter-American Development Bank, Organization of American States, East-West Center's Technology and Development Institute and the African Training and Research Center in Administration and Development (CAFRAD); and
- (9) AID Women in Development program (AID/WID) and geographic bureau women's projects.

IV. BENEFICIARY

A. Social Analysis

This project will directly assist PAID, senior-level personnel in government "structures" and ministries responsible for management and planning in integrated rural development, mid-level managers of rural development projects, trainers at national institutions offering programs for rural development workers and, finally, trainees themselves who will be able to function more effectively in integrated rural development projects and activities. PAID's "three dimensional" approach, combining training, research and support, is based on an understanding and appreciation of the importance of communication with the rural populations and of their active involvement in integrated rural development. The rural populations participate actively not only in the identification of problems but also in the formulation of functional solutions. This participatory role will, in turn, result in the more effective design and management of development projects and in the establishment of soundly conceptualized national training programs. In summary, this project will also indirectly benefit large numbers of men and women living in the rural areas of Africa. However, to assure an effective linkage between the immediate and ultimate beneficiaries of this project, two factors are essential: (1) PAID's staff must be capable of providing relevant, high-quality training, research and support; and (2) PAID trainees must be well-selected for training and appropriately employed following training.

B. Benefit to Women

AID's special interest in the effective participation of women in the rural development effort responds to guidelines mandated by the Percy Amendment to the Foreign Assistance Act of 1974. For this reason, a specialist in women's roles was included on the PRP team to ascertain the degree of participation of women in all phases of PAID's operation.

As mentioned in Section II.A.2 above, the AID evaluation report recommended that PAID reanalyse its course content, zonal field projects, case studies and other activities to determine how they might better reflect the importance of women in development. Although individual PAID staff members appreciate the need to increase the participation of women in PAID programs and activities, there is no unanimous agreement on either revising participant selection policies or designing special short-term courses and seminars to focus on women's roles in integrated rural development. At best, a number of activities and course materials for management training (cooperatives), case studies, field surveys and external seminars address the combined needs and problems of women, youth and children. Within the francophone African context, the importance of women seems focussed on the area of social extension services in the urban and rural setting, somewhat "outside" the context of integrated rural development. It is hoped that in the near term PAID staff will more aggressively support special attention to women within the training and research programs.

1. Representation of Women on PAID's Staff

The AID evaluation report on PAID refers to the "inordinately low" percentage of women on PAID's professional and support staff. This

continues to be the case. Women staff members are limited to the following:

SCAP: One salaried bilingual secretary (African); four volunteers (expatriate ; two in management and two in research);

Beau Institute: Director's secretary (Cameroonian);

Douala Institute: One secretary (Cameroonian); Nutrition specialist (Benin).

In addition to having the only PAID African professional woman on its teaching staff, the Douala Institute is also organizing a "resource pool" of professional women from the University of Cameroon and the Cameroonian ministries to assist in the teaching program on an as-needed basis. However, the women will not necessarily be salaried unless they participate as consultants for a PAID external seminar.

There are presently no plans for allotting any number of staff vacancies, present or projected, to African women professionals. The PAID Secretary General and African directors indicated that African women may apply for PAID positions but have not and will not receive any special consideration. Recruitment of the most qualified specialists is handled without regard to sex. They also indicated that African women professionals are often unable to apply for PAID positions if married, having to work instead in the country where their husband is employed. Nevertheless, it is hoped that PAID's Africanization policy will apply to recruitment of additional African women for the professional staff. This will reflect favorably on PAID, serving as a positive stimulus for African women to achieve. It will also contribute to changing the attitudes of all PAID staff members, increasing their respect for each person's capabilities.

2. Attention to Women in PAID's "Three-Dimensional" Program

In discussions with the PAID staff, it was agreed that PAID could promote and sponsor special seminars on integrated approaches to the role and participation of women in urban/rural development. A number of activities have been initiated, including a special IDEP-PAID seminar on the role of women in development to be held in Niger in November 1976. PAID has offered special short-term training in project management to social service agents of the Ministries of Social Affairs of Togo and Cameroon. PAID also indicated that research and case studies will continue to underscore the role and participation of women in development.

PAID plans to increase its own and joint efforts (with ECA, IDEP, UNICEF and the Association for Social Work Education in Africa) to secure support for an increasing number of field projects which will focus on women in development. The resulting research and materials will be added to the current PAID curriculum. PAID also plans to strengthen continuing feedback mechanisms from field research on women for use in the project management training courses. Such a feedback system will also, of course, strengthen PAID's consultancy capability on the role of women in development which is presently lacking. It will automatically result in an added positive dimension to PAID's management training program, will impact as well on the other training programs and will provide additional opportunities for recruiting professional African women for PAID's staff.

3. Implication of PAID's Reform on the Recruitment of Women Students

In contrast to the lack of female representation on PAID's professional staff, the percentage of women graduates from PAID's long-term training programs is encouraging: 15% of total graduates from the Buea Institute and 5% of total graduates from the Douala Institute. Women students have come from 28 different African countries, a notable achievement which may help to dispel the notion that African women are not mobile because of their family situation. The difference in the percentages of women graduates from the two institutes may be at least partially explained by the differences in the former lengths of the training programs (Buea Institute, one year; Douala Institute, two years). It is obviously easier for women with families to be absent for one year than for two years. Unfortunately, neither institute has facilities for married students.

Although the numbers of women candidates is few in the aggregate, the number of women students at the Buea Institute has increased dramatically in the last two years. The total number of women students during the period 1969 - 1974 was admitted alone in 1975 - 76 (representing a 100% increase). The candidates admitted in 1976 - 77 again increased 100% over 1975 - 76. This increment has no doubt been facilitated by the SIDA stipulation that 20% of SIDA's scholarship aid must be given to women.

PAID's curriculum reform provides a built-in flexibility which should result in greater access for women. Given family commitments, women will now nevertheless be able to take short-term units of training and

specialized courses which may, over a longer period of time than has been possible to date, result in completion of the necessary course work for a diploma. It remains a responsibility of PAID to publicize the advantages for women of this new training plan to African governments.

V. FEASIBILITY ISSUES

A. Institutional and Management Capability

1. General

PAID has an impressive record of successful and innovative institution-building over the past 12 years. Since 1965, training programs at the Douala and Buea Institutes have been established, and staff strength has reached 15 and 12, respectively. Permanent facilities for the Buea Institute are nearly complete, demonstrating capability to solicit, organize and coordinate relatively complicated country (Cameroon) and external donor (German and Dutch) inputs and arrangements. The Center for Applied Research was established in 1972 and has addressed a significant agenda of action-oriented research. The Center for Project Management was established in 1973 on the basis of experimental programs in 1972-73 and has subsequently conducted eight seminars in two series across Central and West Africa. This work has demonstrated PAID's capability to handle new training content addressing higher-level clientele, to manage training teams and to handle complex logistics requirements at multiple sites. This experience has recently resulted in the award of a project management training contract to be financed by the Government of Upper Volta under a World Bank loan, demonstrating PAID's capability to market its services.

PAID has also gained acceptance as a private organization in a varied and often difficult political environment. This demonstrates a high degree of political sensitivity, negotiating skill and general acumen in public relations. Similar qualities, along with a sound and relevant program content, help to account for PAID's excellent record of financial support from some 22 external donors, plus African government inputs, aggregating to a current operating budget of about \$2.0 million per year.

PAID also deserves high marks for that elusive, but significant, element of success that institutional analysts call "doctrine." Concentration of interests in people at the rural village and community level, in integrated rural development, in practical training, in Africanization and, more recently, in rural development field sites have continuously governed and clearly oriented PAID activities.

As noted below, however, this impressive record should not obscure significant managerial problems, which must be addressed and solved if PAID's internal reorganization, curriculum reform and expansion plans are to be realized.

2. Leadership

Much credit for the general strengths outlined above is due to the leadership of PAID's Secretary General, Mr. Fernand Vincent. Vincent's continuation in his current leadership role through at least 1980 is planned and assumed for the purposes of this appraisal.

The possible problems and tensions of visible European leadership of a largely African enterprise have been effectively dealt with in two ways: (a) steady progress in Africanization and the promotion of capable Africans to visible and responsible leadership roles and (b) constant reiteration of one of PAID's principles of Pan-Africanism - that PAID is an organization serving Africa but is open as well to the continuing participation of and interaction with a minority of non-Africans. Capable Africans have been promoted to the directorships of the Buea and Douala Institutes and to the Central Program Support Services unit. An African also directs PAID activities in applied research. In short, four Africans among PAID's permanent staff are performing successfully in executive positions. Several other staff members have had project design, research and training roles requiring significant managerial experience. For example, Mr. Ibrahim Diallo has been responsible for the feasibility study for the proposed West Africa Institute, and Messrs. Dikoume and Ngoma have organized village-level research and resultant project development activities.

Competent leadership of the two new PAID institutes must be determined within the next year or two, preferably by the transfer and/or promotion of existing staff. New leadership for program and project management must also be developed. As discussed below, PAID is now actively recruiting additional African staff members, hoping to increase the level of Africanization from the present 60% to 75% by 1981.

3. Organization

PAID's organizational structure and dispersion pose leadership control, coordination and communication problems which are difficult but familiar to many corporate and governmental organizations. The Secretary General resides in Geneva, with African operations now at two sites in Cameroon. Sites in West and East/Southern Africa are scheduled to be in operation within the next two years. PAID leadership has anticipated the challenges of this expanded and extended organization. The "reform" includes not only expansion and changes in field operations, but also internal organizational changes to increase PAID's capacity to service and coordinate the programs of the primary operating locations. As previously discussed, major adjustments have included (a) abolition of the Center for Applied Research and the Center for Project Management as separate operations and functions; (b) creation of a central services support unit (SCAP), incorporating and centralizing those project management and research functions and providing common services for the regional institutes; and (c) promotion of the Director of the Center for Project Management to be the Director of SCAP.

Organizing the regional institutes for West and East/Southern Africa will be a major challenge; however, the task will be easier because relevant patterns already exist at the Douala and Buea Institutes.

Organizational behavior in PAID is generally characterized by solid commitment to mission, hard work, a posture of continuous learning and innovation, staff development, promotion from within the organization

and social consciousness. Reluctance to delegate authority and responsibility and failure to press rapidly younger staff members into more responsible roles have been observed in certain cases.

Lacking strong financial incentives, PAID tends to attract achievement-oriented individuals with strong social commitment. The incentives are not always sufficient to retain promising young people over extended periods. However, Africanization and institutional growth have produced promotion opportunities sufficient to retain a core staff of about a dozen experienced, competent Africans - a sufficient cadre to carry the organization if quality-conscious recruitment and staff development are continuously pursued.

4. Staffing

Staffing and internal management will be two of PAID's primary problems over the next several years. As indicated in Table 2, professional staff must increase from the present strength of 38 to 71 by August 31, 1982. Two effective teams totalling 24 professionals must be created at the two new regional institutes. New recruits must be oriented and absorbed into operations at the various locations. SCAP must be reformed and partially restaffed to fit its central services role. Staffing for both project and management trainers and consultants is both crucial and difficult because of currently depleted staff, forthcoming contracts in Upper Volta and possibly Chad and the relatively short supply of qualified Africans. SCAP will also need to install more sophisticated systems of recruitment and staff development, financial and contract/grant management, documentation and communications, with strong bilingual capabilities.

PAID leadership is well aware of these needs and has taken preliminary recruiting steps, e.g., an advertisement in Le Monde which elicited responses from 30 Africans. The TA/DA-USDA Project Management Support Center will also solicit applications from Africans at U. S. universities on PAID's behalf. Progress in recruitment should be reviewed at the Project Paper stage as a key indicator of implementation capacity.

5. Conclusion

PAID's 12-year record of successful institution-building, innovation and Africanization is reassuring in the face of sharp management challenges. The assets available for reform and expansion are incomparably greater than those that were available in PAID's earlier years. The Secretary General's experience and leadership are also vital assets to this proposed project, as are similar qualities of the senior African staff. Recruitment of able people and rapid staff development will be key indicators of future potential and should be updated when preparing the Project Paper.

The present AID project, Training for Project Design and Management, provides specific resources for project management staffing (8 professionals) and for other support to SCAP. This proposed project will also help SCAP further develop its management capability by providing staff training for internal management as well as for PAID's overall program. These assistance measures will help assure that PAID's management capacity is sufficient for this new project to succeed. The PRP team concludes that management capacity risks are significant but fully acceptable.

B. Technical Analysis

Since its inception in 1964, PAID has been deeply involved in the training of middle-level African field agents in methods of working effectively with and for rural populations and in establishing links between local rural development projects and regional and national plans.

This program is based on the following premises:

- (1) The fundamental development of the rural population is a prerequisite for social progress and, in the final analysis, for local and national economic growth;
- (2) There is a need to satisfy the needs and desires of the people themselves, to support their initiatives and to reinforce their participation in development campaigns;
- (3) There is a widespread lack of middle-level development agents who can establish a link between the people and the senior administrative executives responsible for producing the blueprint for national development; and
- (4) There is a need to train a certain type of person who can integrate himself with rural people, diagnose the economic and social situation of a region and formulate and manage development projects and programs which will respond positively to the needs involved.

PAID has sought to help meet the evident needs throughout Africa for qualified rural development managers and planners of development projects, particularly for rural areas. It is recognized that the actual number of trained managerial personnel that PAID has trained is small compared to the total need. Additional training programs of various kinds must be established by individual ministries and institutions,

by national governments, and by regional organizations if Africa's requirements for manpower skills in this area are to be met. The PAID reform and expansion program attempts to increase PAID's role in meeting this need, and it is hoped that the resulting spread effect will have a profound impact.

PAID has done pioneer work in Africa in managerial training. It has maintained an experimental approach in the development of its several institutions and programs. To meet varying needs, PAID has produced an array of long-term and short-term courses, workshops and seminars at different academic levels. As a result, PAID has an accumulation of African experience and information regarding human resource needs and training techniques in the managerial field.

PAID now plans to expand its service by emphasizing the diffusion of instructional programs, firstly by establishing two additional regional centers and, secondly, by sharing curriculum and materials, by training trainers and by providing other services and advice to organizations planning to carry out their own managerial training programs.

PAID is aware that its leadership role rests on the quality and relevance of its service. AID's assistance is designed to strengthen the association's leadership capability by supporting the diffusion of PAID's services and the improvement of the quality of PAID's product. Since, technically, there can be no single method of meeting management requirements in Africa, encouragement will be given to additional

experimentation with the form and content of PAID's programs. Certain organizational needs for staff development and administrative consolidation will also be supported.

In summary, PAID has demonstrated a diversified and effective approach to managerial training and has produced instructional models which others may utilize or adapt. AID has perceived that PAID's programs are appropriate for Africa's needs and that it is in AID's interests to provide continuing assistance.

C. Initial Environmental Examination

The emphasis of this project is on interventions in the human resources sector of the African region. Given the nature of the Pan-African Institute for Development, its functioning is designed to have a beneficial impact on the human environment. The proposed AID inputs are designed to increase the effectiveness not only of PAID but also of African national training institutions to provide relevant training and support in management and planning within the context of integrated rural development. It is recommended that a Threshold Decision be made that an Environmental Assessment and/or an Environmental Impact Statement are not required for this project.

IV. OTHER DONOR COORDINATION

Since PAID is a private, nonprofit, international organization, its continued existence is dependent on contributions (like all PVOs, for example). Although its emphasis is pan-African, the PAID Governing Council has no plans for limiting the international character of the organization, feeling strongly that PAID staff should include an

intercontinental mix of specialists concerned with integrated rural development from Asia, Europe, Canada and the U. S., as well as from Africa. For this reason, PAID will not seek specifically African membership in the organization, but rather will seek to increase African contributions within the framework of donor support.

At the present time, PAID is relying heavily on several major donors to continue support for PAID's operations in the future. These donors include AID, the Swiss government, the Dutch government, CIDA and ISI (German foundation). The following table indicates the principal sources of funds for PAID's budget year 1974/75:

TABLE 3: PAID Financial Budget for 1974/75: \$2,300,000

<u>Percentage of Donor Contributions</u>	
U. S. (AID)	22.2%
Swiss Government	15.5
Canada (IIRC-research)	8.2
FED	7.9
ISI (German foundation)	7.6
Ford Foundation	6.3
Dutch Government	6.1
FAC (indirect staff salaries)	4.4
Belgium	
Canada (CIDA)	4.1
UNICEF	3.6
Cameroon	3.4
Norway (NORAD)	2.9
Belgium	1.5
Great Britain (CFTC)	1.2
Other (principally African governments)	5.1
	<u>100.0%</u>

It should be noted that the percentage of AID's contribution for PAID's 1976/77 budget increases to 28%, and the Swiss government contribution increases to 23%. PAID wishes, however, to limit future AID annual

contributions to approximately 30% of the budget, recognizing that AID may not be able to contribute indefinitely to the institution.

Given the projected increased operating costs of establishing two additional institutes, PAID will now concentrate on increasing the percentage of African government contributions. Within the next ten years, PAID anticipates that this percentage will increase from approximately 10.0% (1976) to 35% (by 1985). This projection is illustrated in the following table:

TABLE 4:

<u>Donors</u>	<u>1976</u>	<u>1985</u>	
Africa	8.0%	20.0%	} 35% African contribution
Local contracts (for services for African governments)	2.0	15.0	
External aid	90.0	50.0	
Foundation (endowment fund)	-	15.0	
	<u>100.0%</u>	<u>100.0%</u>	

VII. Financial Plan

PAID's expenditures for the five-year period covered by this project are given under the following estimated operation budgets for each institution.

TABLE 5: PAID's Estimated Budget, FY 78 - FY 82
(U.S. \$000)

	<u>78</u>	<u>79</u>	<u>80</u>	<u>81</u>	<u>82</u>
SCAP	360	420	460	500	500
Douala Institute	860	800	840	880	920
Buea Institute	540	600	640	720	760
West Africa Institute	480	560	620	660	720
East/Southern Institute	200	400	460	560	580
TOTALS	<u>2,440</u>	<u>2,780</u>	<u>3,020</u>	<u>3,320</u>	<u>3,480</u>

Total estimated operational expenditures for the five-year period are \$15,020,000. To this, \$500,000 should be added for capital equipment, which is not included in the above figures, making a total of \$15,520,000.

PAID's estimated sources of revenue are given in the table below.

TABLE 6: Summary Cost Estimate and Financial Plan FY 78 - FY 82
(U. S. \$000)

	<u>AID Grant</u>	<u>African Countries</u>	<u>Other donors</u>	<u>TOTAL</u>
Personnel	\$2,400	\$1,340	\$4,935	\$ 8,675
Commodities	300	50	150	500
Participants	100	-	200	300
Other Costs	1,400	1,000	1,845	4,245
Contingency (5%)	200	140	360	700
Inflation	<u>300</u>	<u>270</u>	<u>530</u>	<u>1,100</u>
TOTAL	\$4,700	\$2,800	\$8,020	\$15,520

The above figures do not include the costs of any capital construction which may be needed to establish the new PAID Institutes for West Africa and East/Southern Africa. PAID will negotiate with the African host countries and with other donors to provide existing facilities or additional financing to meet these requirements.

Approximately sixty per cent of PAID's costs are for professional staff salaries. These salaries average \$25,000 per year, which includes PAID's standard approved personnel benefits and allowances. Salaries are funded from several sources: (1) grants by donors (as, for example, AID's grant to fund 60 man-years of services); (2) provision of technicians

and consultants by donors; and (3) scholarships for students to attend PAID's institutes. The scholarships, which amount to \$500 per month per student, cover the costs of instructional staff at the institutes, as well as student maintenance allowances, transportation and overhead expenses.

During the course of the project, PAID will conduct an estimated 100 external seminars in project management and specialized development problems. The average cost for one seminar is \$25,000, not including costs for special consultants or salaries of regular PAID staff who serve as seminar instructors. AID will provide partial support for approximately 30 of the 100 seminars, at an estimated average input of \$10,000 per seminar.

It is assumed that African countries or institutions hosting the seminars will provide the balance of funds, or in-kind assistance, required for the 30 seminars AID will support.

The total estimated costs of AID's inputs in this project are given in the table below.

TABLE 7:

U. S.-Financed Inputs (\$000)

	<u>FY 78</u>	<u>FY 79-82</u>	<u>Totals</u>
1. <u>U.S. Technicians</u>	<u>130</u>	<u>470</u>	<u>600</u>
Long-Term (10 MY)	(100)	(400)	(500)
Short-Term (20 MM)	(30)	(70)	(100)
2. <u>Commodities</u>	100	200	300
3. <u>Participants</u> (10 MY)	20	80	100
4. <u>Other Costs</u>	<u>600</u>	<u>2,600</u>	<u>3,200</u>
Local Contract Personnel (60 MY)	(300)	(1,200)	(1,500)
Scholarships to PAID Institutions (150 MY)	(120)	(780)	(900)
Operating costs for SCAP and West Africa Institute	(140)	(360)	(500)
Support for local seminars (total:30)	(40)	(260)	(300)
5. <u>Contingency/Inflation</u>	<u>80</u>	<u>420</u>	<u>500</u>
TOTAL	\$930	\$3,770	\$4,700

VIII. PROJECT IMPLEMENTATION

AID's assistance to the Pan-African Institute for Development through this project, "Regional Rural Development Training (PAID)," will be provided through a Grant Agreement similar in nature to the Grant Agreements utilized in prior AID projects in support of PAID (Project 625-521, PAID - Middle-Level Manpower, and Project 625-905, Training for Project Design and Management).

The Grant Agreement and subsequent amendments will be negotiated with PAID's Secretary General in Geneva or, once the position is filled, with PAID's Deputy Secretary General who will eventually be stationed in Africa. The Director of PAID's Central Program Support Services (SCAP) unit in Douala is designated to act as the representative of the Secretary General or Deputy Secretary General for signing documents and for handling routine project affairs.

Management of the project at the AID/Washington level will be assigned to the Africa Bureau's Office of Regional Affairs (AFR/RA). Field management and monitoring of the project will be the responsibility of the Regional Development Office for Central Africa in Yaounde (RDO/Y). When PAID's new West Africa Institute and East/Southern Africa Institute begin operations, associate field Project Managers may be designated in appropriate AID missions.

Implementation documents (PIOs) for contracting U. S. technicians, procuring commodities, and providing participant training programs will be prepared by RDO/Yaounde, cleared by PAID, and forwarded to AID/W for action.

Recommendations for the precise method of securing the technical services of U. S. contractors (estimated at 10 man-years of long-term services and 20 man-months of consultant services) will be made by the PP design team. Possible arrangements include individual personal services contracts combined with TDY assignments of AID staff, a PASA agreement with USDA/IT, or an institutional agreement with an organization such as PASITAM (the Program of Advanced Studies in Institution Building and Technical Assistance Methodology) of the Midwest Universities Consortium for International Activities (MUCIA).

Other major implementation activities for this project will be carried out by the Grantee. PAID will contract local staff and consultants, procure local commodities, provide logistical support for the regional

institutes and seminars, select students to attend its training programs, and manage funds provided by the Grant for scholarships, seminars, and operational costs.

The PP design team will prepare an evaluation schedule for the project in collaboration with PAID. A substantive assessment of PAID's progress toward achieving the purposes of the project will be made during the third or fourth year of project implementation.

IX. PROJECT DEVELOPMENT SCHEDULE

A. Members of the Project Committee include:

AID/W:

AFR/RA, Project Officer, Chairman
 AFR/DR, Design Officer (if design support required)
 TA/DA, Development Administration Advisor
 AFR/CAWA, Cameroon Desk Officer
 AFR/SFWA, Human Resources Development Officer
 AFR/ESA, Desk Officer (as appropriate)
 AFR/DR, Human Resources Development Officer
 GC/AFR, Legal Advisor

FIELD:

RDO/Yaounde, Human Resources Development Officer
 REDSO/WA, Design Officer
 REDSO/EA, Design Officer

B. Proposed schedule and additional resources required for preparation of the Project Paper:

November 1976: Short-term AID consultant services (4-6 weeks) to work jointly with PAID to refine planning for the West Africa Institute. The consultant's scope of work will include the collection of additional information on the West Africa Institute required for preparation of the Project Paper. (See Annex B for an outline of this additional information.)

January 1977: PAID colloquy for West African (francophone) government officials and donor representatives to discuss established feasibility for a PAID West Africa Institute and to gain commitments of donor support. The colloquy is presently scheduled for January 21 - 22 (PAID and government officials), 23 - 24 (donor representatives), to be held in Ouagadougou. At this meeting agreement will also be reached on the location of the West Africa Institute.

February -

March 1977: AID/W assistance in refining proposed commodity procurement lists (SER/COM/ALI).

May 1977 : Preparation of the Project Paper.

August 1977 : Approval of the Project Paper.

September 1977: Preparation of the Grant Agreement.

October 1977 : Negotiation of the Grant Agreement with PAID;
obligation of FY 78 funds.

C. Suggested members of the AID design team for the Project

Paper may include: (maximum of 5-6 team members)

Core Team: RDO/Yaounde, Human Resources Development Officer
AFR/RA, Project Officer
TA/DA, Development Administration Specialist

Additional Representation:

AID consultant on development administration/
project management and design

AFR/SFWA, Human Resources Development Officer

REDSO/WA, Social Anthropologist

REDSO/EA, Economist/Agricultural Economist/Rural
Development Specialist

From AID Missions, Human Resources/Training Officer
(from Chad, Zaire, Ghana, Liberia or Upper Volta,
as most appropriate)

A scope of work for the PP design team will be prepared jointly by AID/W and RDO/Yaounde in March-April 1977. It is estimated that 4-5 weeks will be required. Selected members of the team will visit the PAID institutes in Douala and Buea and the proposed site of the West Africa Institute.

Funds required for short-term contract consultant services will be requested from the Africa Bureau's Program Development and Support project.

698-0405

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Project Title & Number: Regional Rural Development Training (PAID)

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

Life of Project From FY 78 to FY 82
Total U.S. Funding \$4,700,000
Date Prepared: November 1, 1978

PAGE 1

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal: The broader objective to which this project contributes: (A-1)</p> <p>To achieve more effective and efficient utilization of scarce human, financial and natural resources in priority sectors of African countries.</p>	<p>Measures of Goal Achievement: (A-2)</p> <ol style="list-style-type: none"> 1. African countries support a dynamic, pragmatic approach to integrated rural development. 2. Trends in GNP and other economic and social indicators. 3. Trends in foreign investment and other foreign aid/technical assistance. 	<p>(A-3)</p> <ol style="list-style-type: none"> 1. National development plans. 2. National economic and social statistics. 3. Economic studies of international organizations such as the U.N. and the World Bank. 	<p>Assumptions for achieving goal targets: (A-4)</p> <p>African governments recognize the value and necessity of an integrated rural development approach to promote Africa's long-term social and economic development.</p>

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Life of Project _____
From FY _____ to FY _____
Total U.S. Funding _____
Date Prepared _____

Project Title & Number _____

PAGE 2

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Purpose: (B-1)</p> <p>1. To develop and improve the capability of African national institutions to provide support and training for national programs in the economic and social development of rural areas; and</p> <p>2. To provide regional consulting services and support in management and planning to African national institutions.</p>	<p>Conditions that will indicate purpose has been achieved: End-of-Project status. (B-2)</p> <p>1. Development of an estimated 20 national institutions and/or "structures" offering support and training in rural development management and planning.</p> <p>2. Establishment of two additional (total of 4) regional PAID institutes to serve the rural development needs (including training, applied research and consultation) of francophone West Africa and East/Southern Africa.</p>	<p>(B-3)</p> <p>1.(a) Number of African government requests; and (b) number of African government requests which PAID is capable of fulfilling effectively and efficiently.</p> <p>2.(a) Established feasibility based on PAID's surveys of existing institutions and client governments' needs; and (b) donor contributions for physical facilities, scholarships, etc.</p> <p>3. AID evaluation reports.</p>	<p>Assumptions for achieving purpose (B-4)</p> <p>African governments request the assistance of PAID in establishing national training programs and in providing support in rural development management and planning.</p>

**PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK**

Life of Project _____
From FY _____ to FY _____
Total U.S. Funding _____
Date Prepared _____

Project Title & Number: _____

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Outputs: (C-1)</p> <p>To assist the Pan-African Institute for Development to provide the following "three-dimensional" program to the African region:</p> <p>1. <u>Training:</u> (a) long-term diploma training for middle-level Development Agents and trainers; (b) short-term specialized courses emphasizing the integrated approach to rural development; and (c) short-term seminars in management and planning.</p> <p>2. <u>Research:</u> The conduct of long-term field studies, emphasizing the application of results for an integrated approach to rural development.</p> <p>3. <u>Support:</u> (a) Consulting services in specialized subjects related to management and planning (such as project management training); (b) development and dissemination of training materials and research findings; and (c) a documentation and publications center for materials on rural development management and planning.</p>	<p>Magnitude of Outputs: (C-2)</p> <p>1. <u>Training:</u> (a) 1,000 Development Agents and trainers trained; (b) 60 3-month specialized courses completed for 2,000 trainees; and (c) 100 3-4 week seminars conducted for 3,850 participants at various locations in Africa.</p> <p>2. <u>Research:</u> Completion of approximately 20 year-long field studies supporting preparation of approximately 100 specialized case studies.</p> <p>3. <u>Support:</u> (a) Availability of a core of 10-15 African specialists in management and planning to provide consulting services to African governments and regional organizations; (b) publication and dissemination of PAID-prepared curriculum materials and literature on integrated rural development management and planning; and</p>	<p>(C-3)</p> <p>1. Numbers of applications for training.</p> <p>2. Periodic progress reports.</p> <p>3. AID evaluations.</p> <p>4. AID periodic monitoring reports.</p> <p>(c) establishment of a well-organized and complete documentation center.</p>	<p>Assumptions for achieving outputs: (C-4)</p> <p>1. PAID receives African and donor financial support to increase staff resources and to improve and expand its physical facilities.</p> <p>2. PAID improves its administration and internal management capability.</p>

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

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

Project Title & Number: _____

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS																																			
Project Inputs: D-1.	Implementation Target (Type and Quantity) (D-2)	D-3.	Assumptions for providing inputs:																																			
<u>AID:</u>	<table border="1"> <thead> <tr> <th></th> <th colspan="5">FY</th> <th>Total</th> </tr> <tr> <th>AID</th> <th>78</th> <th>79</th> <th>80</th> <th>81</th> <th>82</th> <th></th> </tr> </thead> <tbody> <tr> <td>A.</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1. Long-term (man-years)</td> <td>2</td> <td>3</td> <td>2</td> <td>2</td> <td>1</td> <td>10my</td> </tr> <tr> <td>2. Short-term (man-months)</td> <td>6</td> <td>4</td> <td>4</td> <td>3</td> <td>3</td> <td>20mm</td> </tr> </tbody> </table>		FY					Total	AID	78	79	80	81	82		A.							1. Long-term (man-years)	2	3	2	2	1	10my	2. Short-term (man-months)	6	4	4	3	3	20mm		AID and other donor resources are available and forthcoming in a timely manner.
	FY					Total																																
AID	78	79	80	81	82																																	
A.																																						
1. Long-term (man-years)	2	3	2	2	1	10my																																
2. Short-term (man-months)	6	4	4	3	3	20mm																																
A. <u>Technicians:</u> (U.S. contract personnel)																																						
1. Long-term (man-years)																																						
2. Short-term (man-months)																																						
B. <u>Commodities:</u> Office, printing and instructional equipment; vehicles; furniture, etc.	B. Not applicable																																					
C. <u>Training:</u> for PAID staff (man-months)	C. 24 24 24 24 24 120mm																																					
D. <u>Other Costs:</u>	D.																																					
1. Salaries for PAID staff (man-years)	1. 12 12 12 12 12 60my																																					
2. Scholarships for PAID institutes (man-years)	2. 20 20 30 40 40 150my																																					
3. Operational costs for SCAP and West Africa Institute	3. Not applicable																																					
4. Support for 30 local (external) seminars	4. 4 6 6 7 7 30																																					
<u>African Countries and Other Donors</u>																																						
Salaries for PAID and African contract technicians	20 man-years	Training for PAID staff	240 man-months																																			
Salaries for consultants	90 man-months	Scholarships for PAID institutes	1,575 man-years																																			
Commodities	various	Support for local seminars	100 seminars																																			

ANNEX B: Additional Information to be prepared by the AID Contractor concerning PAID's Proposal for a new development institute for West Africa and the Sahel

KEY QUESTIONS

1. What are the goals and objectives of the Institute?
2. How were needs assessed?
 - Summary of feasibility study and colloquy
3. Who are the target groups?
 - Countries
 - Organizations
 - National training institutions
 - Kinds of people to be taught
 - Relation to women in development
4. What are the chief subjects to be taught?
 - Residential programs
 - External programs
5. What are the internal goals of the Institute?
 - Size of the organization in five years
 - Staff
 - Students
 - Administration (professional and nonprofessional)

- Organization chart and staffing plans
 - Staffing problems
 - Salary scales
 - Building and facilities
6. What is the management plan for the Institute?
- Relationship to SCAP
 - Work breakdown structure, functions and responsibilities
 - Operational procedures
 - Audit and collection procedures
 - Staff development training
 - Internal evaluation plan
7. What are the proposed outputs and results based on the operational plans?
- Numbers of people to be trained
 - Clients scheduled
 - Research activities
 - Handbooks, manuals, etc. to be produced
 - Consultant activities on project design and implementation and on development of national training programs
8. What is the financial plan of the Institute?
- Costs, both direct and indirect
 - Sources of revenue
 - African
 - Other donor
 - A. I. D.

- Costs of training

9. Are there any critical issues to be dealt with?

10. How can A.I.D. best assist the Institute?

- Consultants and/or technicians

- U.S./African

- Long-term/short-term

- Field of expertise

- Staff training

- U.S./Africa

- Length of training

- Type of training

- Equipment and materials

- Scholarships

- Operation costs

- Joint evaluations

FD AAF-502
6980405 (4)

187

AFR/RA
TRANSMITTAL SHEET

TO : SEE DISTRIBUTION **DATE:** 6/20/78
FROM : AFR/RA, Michael Cruit
SUBJECT: Grant Agreement between A.I.D. and the Pan African
Institute for Development
REF : AID/afr-G-1422 - Project No.: 698-0405

Subject agreement/amendment attached for your files.

The attached Grant provides \$4,700,000 for PAID to expand its capacity to serve African rural development planning and management needs by (a) conducting training, research and technical assistance and (b) supporting national-level rural development training, institutional development and research.

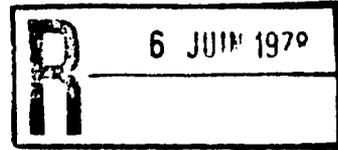
DISTRIBUTION: (number of copies indicated)

FM/PAD - 1 (B. Williams)
Desk(s) - 1 (NA)
~~AID Reference Center - 1~~
AFR/RA/TECH - 1 (J. Washington)
GC/AFR - 2 (E.A. Dragon)
Grantee - 1
USAID Mission - 1 N/A

AFR/RA:MLSebsibe:mls:6/20/78

AID T U

DEPARTMENT OF STATE
AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523



Mr. Fernand Vincent
Secretary General
Pan African Institute for Development
Rue de Varembe 3
Case Postale 38
1211 Geneva 20
Switzerland

Subject: Grant No. AID/Afr-G-1422

Dear Mr. Vincent:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "A.I.D." or "Grantor") hereby grants to Pan African Institute for Development (PAID) the sum of \$4,700,000 to provide support for a program in Africa as more fully described in the attachment to this Grant entitled "Program Description".

This Grant is effective and obligation is made as of the date of this letter and shall apply to commitments made by the Grantee in furtherance of program objectives during the period 1 June 1978 through 31 May 1983.

This Grant is made to PAID on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment A entitled "Program Description", and Attachment B entitled "Standard Provision", which have been agreed to by your organization.

Please sign the original and eleven (11) copies of this letter to acknowledge your acceptance of the conditions under which these funds have been granted.

Please return the original and ten (10) copies of this Grant to the Office of Contract Management.

Sincerely yours,

Russell Cohn
Russell Cohn

Grant Officer
Regional Operations Division, Africa
Office of Contract Management

Attachments:

- 1. Program Description
- 2. Standard Provisions

ACCEPTED:

By: Fernand VINCENT

Title: Secretary General

Date: 6th June 1978

J. Pitt

FISCAL DATA

Appropriation : 72-1181021.5
Allotment : 845-61-698-00-69-81
PIO/T : 698-0405-3-6187379
Project No. : 698-0405
Total Grant Amount: \$4,700,000 (EST.)

Total Amount
Obligated by this
agreement from
FY78 funds:
\$750,000.00

Jas
FM/PAD B. Williams
(phone)

Program Description

A. Purpose

The purpose of this grant is to provide support for the grantees program based on the following objectives:

1. Tri-dimensional approach to development

Transformation of PAID's present Colleges (Douala and Buea, Cameroon) to institutes where field support to rural population, research, and training will be closely integrated in order to meet the rural development training needs of French speaking Central African and English speaking West African countries respectively.

2. Regionalization of activities

Development of a third regional institution established September 1977 in the Sahel at Ouagadougou to serve French speaking countries in Western Africa. In addition, subject to findings and recommendation of a feasibility study during 1978 PAID may establish a fourth regional institution to serve the rural development training needs of Eastern and Southern African countries.

3. Continued Development of a Central Support Service (SCAP)

To develop communication within PAID in general, along with outside organizations:

- a. to create pedagogic, methodological and scientific tools;
- b. to create a network of training and research institutions;
- c. to develop an internal policy of training for PAID's own staff (promotion and Africanization);
- d. to publish and diffuse PAID publications, etc.

B. Implementation

The project consists of providing general budgetary support (through a general support grant), for PAID to expand its capacity to serve African rural development planning and management needs by (a) conducting training, research and technical assistance and (b) supporting national-level rural development training, institutional development and research. PAID's program is implemented by three regional institutes located in Douala, Cameroon; Buea, Cameroon; and Ouagadougou, Upper Volta and by a Central Program Support Service in Douala, Cameroon.

The operation program of the institutes includes: (a) a variety of long and short-term training programs and seminars; (b) consulting and other technical services to national institutions concerned with integrated rural development planning and management; and (c) applied research related to both rural development training and integrated rural development in general. Project inputs will correspond to partial support for the total operation of PAID which includes personnel, administrative support, support for trainees in residence, seminars and technical assistance projects and support for field research.

C. Planned Outputs and Measures of Progress toward Objectives under the Grant

By the end of the five year period covered by this grant, it is planned that PAID will have a central support service (SCAP-Douala) and three regional institutes (Douala, Buea, and Ouagadougou) operating effectively to serve rural development needs in Africa.

Scap will provide technical and methodological support to the three regional institutes; coordinate research and evaluation; develop and disseminate training materials; establish a documentation and publications center; recruit and train staff; and provide guidance for the management of PAID's programs.

The planned outputs of SCAP and the three regional institutes are as approximately follows:

- | <u>Project Outputs</u> | |
|---|--|
| 1. Development of SCAP's capacity to provide essential services | 1. <u>SCAP</u> providing: <ul style="list-style-type: none">a. Technical and methodological support to 3 institutes.b. Coordination of research and evaluation.c. Development and dissemination of training materials.d. A documentation and publications center.e. Staff recruitment and training.f. Guidance for management and organizational systems.g. Coordination and support to 40 development agencies. |

2. Ouagadougou Institute established and providing three-dimensional programs in training, technical assistance and research.
 3. Buea Institute providing three dimensional program in training, technical assistance, and research.
 4. Douala Institute providing three-dimensional program in training, technical assistance, and research.
2. Ouagadougou:
 - a. 100 Development Agents and Trainers complete 3-mo training units.
 - b. 144 trainees complete 3 month training unit
 - c. 19 seminars conducted for 600 participants.
 - d. 12 development agencies provided technical assistance.
 - e. 6 year-long field research projects completed supporting preparation of 24 case studies.
 3. Buea:
 - a. 344 Development Agents and Trainers complete one-year training.
 - b. 75 trainees complete 3-month courses.
 - c. 15 seminars conducted for 625 participants.
 - d. 13 development agencies provided technical assistance.
 - e. 8 year-long field research projects completed supporting preparation of 32 case studies.
 4. Douala:
 - a. 180 Development Agents and Trainers complete 2-year training.
 - b. 400 trainees complete 6-month short courses.
 - c. 33 seminars conducted for 990 participants.
 - d. 15 development agencies provided technical assistance.
 - e. 8 year-long field research projects completed supporting preparation of 32 case studies.

D. Reports

Annual Report

The annual narrative report prepared by PAID will provide a brief discussion of progress towards (1) program objectives (outputs); (2) significant accomplishments, (3) significant problems encountered during the past fiscal year at each regional institute and SCAP; and (4) the approved budget with statement of project accomplishments for the coming year for SCAP and each of the regional institutes. Tables will be provided to show details of the program at each institute and SCAP. This report will be a primary tool for AID's Annual Program and Management Review, where a recommendation is made to continue grant support for an additional year.

Twelve copies of the annual report are sent to AID within 120 days after completion of each PAID fiscal year which ends 31 August, for review process, i.e., one copy each to the USAID Regional Development Officer American Embassy, Yaounde Cameroon and USAID Country Development Officer, American Embassy, Ouagadougou, Upper Volta; and nine copies to the Project Officer, Bureau for Africa, Office of Regional Affairs (AFR/RA), Agency for International Development, Washington, D. C. 20523, U.S.A.

The annual report includes a fiscal report which shows by contributing sources, total income received, total program expenditures, and pipelines. Expenditures are reported by major cost elements (line items) under program category headings. The fiscal report should provide a useful quantification of program achievements. All reports submitted to AID pertaining to this grant shall be in English.

E. Evaluation

When PAID's annual report is received, AID will schedule a Program and management Review of the project. The review will assess PAID's progress towards achievement of project objectives at each regional institute and SCAP, based on measurements of person-years of resident training completed, number of seminars and seminar participants, number of technical assistance and research projects carried out, etc; as well as the budget and plans for the new year. During the program review a determination will be made as to the level of AID support to PAID for each forthcoming year during the period of the approved grant.

In addition to the annual Program and Management Review (and other reporting requirements and monitoring activities described in Attachment C), several special evaluations will be included in the project implementation schedule.

The following is a illustrative statement of the kinds of special evaluations for the five year grant period outlined by institutional units.

	1978	1979	1980 - 1982	1983
<u>SCAP</u>				
- its objectives	organization of internal monitoring and evaluation system (PAID)	evaluation system assessment (PAID-AID)	mid-term evaluation (PAID-AID)	comprehensive final evaluation (PAID-AID)
- its major functions and components	organization of internal monitoring and evaluation system (PAID)	evaluation system assessment (PAID-AID)	mid-term evaluation (PAID-AID)	comprehensive final evaluation (PAID-AID)
<u>Regional Institutes</u>				
Douala	organization of internal monitoring and evaluation system (PAID)	evaluation system assessment (PAID-AID)	mid-term evaluation (PAID-AID)	comprehensive final evaluation (PAID-AID)

Buea	a) experimenta- tion and planning (PAID) b) organization of internal monitoring and evaluation system (PAID)	evaluation system assessment (PAID-AID)	mid-term evaluation (PAID-AID)	comprehensive final evaluation (PAID-AID)
Ouagadougou	a) experimenta- tion and planning (PAID) B) organization of internal monitoring and evaluation system (PAID)	evaluation system assessment (PAID-AID)	mid-term evaluation (PAID-AID)	comprehensive final evaluation (PAID-AID)

The special evaluations will address the following two central issues:

a) effectiveness of institution-building under PAID organizational strategy and the three-dimensional approach to integrated rural development; and

b) PAID's impact on African rural development, specifically:

- PAID's effectiveness in assisting African development agencies;
- effectiveness of PAID's trainees in the field; and
- degree and the kind of participatory development promoted by PAID in selected African rural communities.

F. Budget

PAID's expenditures for the five-year period covered by this project are given under the following estimated operation budgets for each institution.

PAID's Estimated Budget, FY 78 - FY 82
(U.S. \$000)

	<u>78</u>	<u>79</u>	<u>80</u>	<u>81</u>	<u>82</u>
SCAP	360	420	460	500	500
Douala Institute	860	800	840	880	920
Buea Institute	540	600	640	720	760
West Africa Institute	480	560	620	660	720
East/Southern Institute	200	400	460	560	580
TOTALS	<u>2,440</u>	<u>2,780</u>	<u>3,020</u>	<u>3,320</u>	<u>3,480</u>

Total estimated operational expenditures for the five-year period are \$15,020,000. To this, \$500,000 should be added for capital equipment, which is not included in the above figures, making a total of \$15,520,000.

PAID's anticipated sources of revenue are given in the table below

Summary Cost Estimate and Financial Plan FY 78 - FY 82

	<u>AID Grant</u>	<u>African Countries</u>	<u>Other Donors</u>	<u>Total</u>
Personnel	\$2,400	\$1,340	\$4,935	8,675
Commodities	300	50	150	500
Participants	100	-	200	300
Other Costs	1,400	1,000	1,845	4,245
Contingency (5%)	200	140	360	700
Inflation	300	270	530	1,100
TOTAL	<u>\$4,700</u>	<u>\$2,800</u>	<u>\$8,020</u>	<u>\$15,520</u>

The above figures do not include the costs of any capital construction which may be needed to establish the new PAID Institutes for West Africa and East/Southern Africa. PAID will negotiate with the African host countries and with other donors to provide existing facilities or additional financing to meet these requirements.

Approximately fifty percent of PAID's costs are for professional staff salaries. These salaries average \$25,000 per year, which includes PAID's standard approved personnel benefits and allowances. Salaries are funded from several sources: (1) grants by donors (as, for example, AID's grant to fund 60 man-years of services); (2) provision of technicians and consultants by donors; and (3) scholarships for students to attend PAID's institutes. The scholarships, which amount to \$500 per month per student, cover the costs of instructional staff at the institutes, as well as student maintenance allowances, transportation and overhead expenses.

During the course of the project, PAID will conduct an estimated 100 external seminars in project management and specialized development problems. The average cost for one seminar is \$25,000, not including costs for special consultants or salaries of regular PAID staff who serve as seminar instructors. AID will provide partial support for approximately 30 of the 100 seminars, at an estimated average input of \$10,000 per seminar.

It is assumed that African countries or institutions hosting the seminars will provide the balance of funds, or in-kind assistance, required for the 30 seminars AID will support.

(3) If, at the end of the period supported by this Grant, and the end of each subsequent period if the Grant is extended, AID determines that the Grantee has not expended an amount equal to the amount provided and received under this Grant during such period for costs properly attributable to this Grant in accordance with its terms and conditions, then the Grantee will refund to AID the difference between such amount of funds provided and received and such amount expended for costs properly attributable to this Grant.

d. Ineligible Countries (Oct. 1974)

Unless otherwise approved by the Grant Officer, no Grant funds will be attributed to costs incurred in countries ineligible for assistance under the Foreign Assistance Act of 1961, as amended, or under acts appropriating funds for foreign assistance.

e. Equal Opportunity (Oct. 1974)

With regard to the employment of persons in the U.S. under this Grant, Grantee agrees to take all reasonable steps to ensure equality of opportunity in its employment practices without regard to race, religion, sex, color, or national origin of such persons; and that, in accordance with Title VI of the Civil Rights Act of 1964, when work is performed in the U.S. no person shall, on the grounds of race, religion, sex, color, or national origin, be excluded from participation, be denied benefits, or be subjected to discrimination. In addition, the Grantee agrees to comply, in accordance with its written assurance of compliance, with the provisions of Part 209 of Chapter II, Title 22 of the Code of Federal Regulations, entitled "Non-Discrimination in Federally Assisted Programs of the Agency for International Development - Effectuation of Title VI of the Civil Rights Act of 1964."

f. Termination (Oct. 1974)

This grant may be terminated in whole or from time to time in part, by the Grant Officer upon written notice to the Grantee whenever for any reason he shall determine that such termination is in the best interest of the Government. Upon receipt of and in accordance with such notice, the Grantee shall forthwith take appropriate action to minimize all expenditures and obligations financed by this Grant and shall cancel such obligations whenever possible. Except as provided below, no further reimbursement shall be made after the effective date of termination, and the Grantee shall, within thirty (30) calendar days after the effective date of such termination, repay to the Grantor all unexpended portions of funds theretofore paid by the Grantor to the Grantee which are not otherwise obligated by a legally binding transaction applicable to this Grant. Should the funds paid by the Grantor to the Grantee prior to the effective date of the termination of this Grant be insufficient to cover

the Grantee's obligations pursuant to the aforementioned legally binding transaction, the Grantee may submit to the Grantor within ninety (90) calendar days after the effective date of such termination a written claim covering such obligations and, subject to the limitations contained in this Grant, the Grantor shall determine the amount or amounts to be paid by the Grantor to the Grantee under such claim.

g. Officials Not To Benefit (Oct. 1974)

No member of or delegate to Congress or resident commissioner shall be admitted to any share or part of this Grant or to any benefit that may arise therefrom; but this provision shall not be construed to extend to this Grant if made with a corporation for its general benefit.

h. Covenant Against Contingent Fees (Oct. 1974)

The Grantee warrants that no person or selling agency has been employed or retained to solicit or secure this Grant upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee, except bona fide employees or bona fide established commercial or selling agencies maintained by the Grantee for the purpose of securing business. For breach or violation of this warranty, AID shall have the right to cancel this Grant without liability or in its discretion to deduct from the Grant amount, or otherwise recover, the full amount of each commission, percentage, brokerage, or contingent fee.

i. Amendment (Oct. 1974)

The Grant Agreement may be amended by formal modifications to the basic grant document or by means of an exchange of letters between the AID Grant Officer and an appropriate official of the Grantee.

j. Grant Agreement (Oct. 1974)

The letter to the Grantee signed by the Grant Officer, the Purpose and Implementation of Grant, the Standard Provisions, and the Payment Provisions, all of which have been reviewed and agreed to by the Grantee, constitute the Grant Agreement.

k. Notices (Oct. 1974)

Any notice given by any of the parties hereunder, shall be sufficient only if in writing and delivered in person or sent by telegraph, cable, registered or regular mail as follows:

To The AID Grant Officer:

Grant Officer
SER/CM/ROD/AFR
Office of Contract Management
Agency for International Development
Department of State
Washington, D. C. 20523

TO Grantee: At Grantee's address shown in this Grant, or to such other address as either of such parties shall designate by notice given as herein required.

1. Title To and Use of Property (Oct. 1974)

Title to all property purchased with funds to be attributed to this Grant shall vest in the Grantee, subject to the following conditions:

(1) The Grantee shall not, under any Government contract or subcontract thereunder, or any Government grant, charge for any commodities, depreciation, amortization, or use of any property title to which remains in the Grantee under the clause.

(2) The Grantee agrees to use and maintain the property for the purposes of the Grant.

Exceptions to this clause will be as approved by the Grant Officer.

m. Publications (Oct. 1974)

(1) If it is the Grantee's intention to identify AID's contribution to any publication resulting from this Grant, the Grantee shall consult with AID on the nature of the acknowledgement prior to publication.

(2) The Grantee shall provide the Project Manager with one copy of all published works developed under the Grant. The Grantee shall provide the Project Manager with lists of other written work produced under the Grant.

(3) In the event Grant funds are used to underwrite the cost of publishing, in lieu of the publisher assuming this cost as is the normal practice, any profits or royalties up to the amount of such cost shall be credited to the Grant.

(4) The Grantee is permitted to secure copyright to any publication produced or composed under this Grant; provided, however, the Grantee agrees to and does hereby grant to the Government a royalty-free, nonexclusive, and irrevocable license throughout the world to use, duplicate, disclose, or dispose of such publications in any manner and for any purpose, and to permit others to do so.

n. Subordinate Agreements (Oct. 1974)

The placement of subordinate agreements, (e.g. leases, options, etc.) grants, or contracts with other organizations, firms, or institutions; and the provisions of such subordinate agreements are subject to prior written consent of the Grant Officer if they will result in costs which will be attributed to this Grant. In no event shall any such subordinate agreement, grant, or contract be on a cost-plus-a-percentage-of-cost basis. Subordinate contractors (including suppliers) shall be selected on a competitive basis to the maximum practicable extent consistent with the obligations and requirements of this Grant.

o. Procurement of Equipment, Vehicles, Supplies, Materials, and Services (Oct. 1974)

Procurement of all equipment, vehicles, supplies, materials, and services, the costs of which will be attributed to this Grant, shall be in accordance with the Grantee's procurement system, as reviewed and approved by the Grant Officer.

P. Salaries (Oct. 1974)

All salaries, wages, fees, and stipends, the costs of which will be attributed to this Grant, shall be paid in accordance with the Grantee's usual policy and practice as reviewed and approved in writing by the Grant Officer. In the absence of an approved policy, costs of salaries, wages, fees, and stipends shall be attributed to this Grant in accordance with Subpart 7-15.205-6 of the Agency for International Development Procurement Regulations (AIDPR).

q. International Travel and Allowances (Oct. 1974)

International travel and allowances, the costs of which are to be attributed to this Grant, shall be undertaken in accordance with the policy and practice of the Grantee, as reviewed and approved by the Grant Officer. In the absence of an approved policy, the Grantee shall follow the regulations contained in the Federal Travel Regulations (FTR).

r. Excess or Near-Excess Foreign Currency (Oct. 1974)

All expenditures of the Grantee in excess or near excess currency countries, including per diem (subsistence) expenses, which will be attributed to this Grant, shall be funded from U.S.-owned foreign currency, unless otherwise authorized in writing by the Grant Officer. The conversion of U.S. dollars for foreign currencies shall be made by the Grantee either through the U.S. Treasury Department in Washington, D.C., the U.S. Disbursing Officer, U.S. Embassy, or the USAID Mission Controller, unless otherwise authorized in writing by the Grant Officer.

s. Prohibition on Abortion Related Activities (Oct. 1974)

No funds made available under this Grant will be attributed to the following activities: 1) procurement or distribution of equipment intended to be used for the purpose of inducing abortions as a method of family planning; 2) special fees or incentives to women to coerce or motivate them to have abortions; 3) payments to persons to perform abortions or to solicit persons to undergo abortions; 4) information, education, training, or education programs that seek to promote abortion as a method of family planning.

t. Payment - Federal Reserve Letter of Credit (FRLC)

(a) AID shall open a Federal Reserve Letter of Credit (hereinafter referred to as an "FRLC") in the amount of this Grant, against which the Grantee may present payment vouchers (i.e., TUS 5401). The payment vouchers shall not ordinarily be submitted more frequently than daily and shall not be less than \$5,000 or more than \$5,000,000. Since the FRLC method enables the recipient organization to obtain funds from the U.S. Treasury concurrently with and as frequently as disbursements are made by the recipient, there need be no time lag between disbursements by the recipient organization and drawdowns from the U.S. Treasury by FRLC. Therefore, there is no necessity for the recipient to maintain balances of Federal cash other than small balances.

(b) In no event shall the accumulated total of all such payment vouchers exceed the amount of the FRLC.

(c) If at any time, SER/FM determines that the Grantee has presented payment vouchers in excess of the amount of amounts allowable in (a) and (b) above, SER/FM shall advise the Grant Officer who may: (1) cause the FRLC to be suspended or revoked; or (2) direct the Grantee to withhold submission of payment vouchers until such time as, in the judgment of SER/FM, an appropriate level of actual, necessary and allowable expenditures has occurred or will occur under this Grant, and/or (3) request the Grantee to repay to AID the amount of such excess. Upon receipt of the Grant Officer's request for repayment of excess advance payments, the Grantee shall promptly contact SER/FM to make suitable arrangements for the repayment of such excess funds. Advances made by primary recipient organizations (those which receive payments directly from the Government) to secondary recipients shall conform to the same standards outlined above applicable to advances made by the Government to primary recipient organizations.

(d) Procedure for Grantee

(1) After arranging with a commercial bank of its choice for operation under the FRLC and obtaining the name and address of the Federal Reserve Bank or branch serving the commercial bank, the Grantee shall deliver to the AID Controller 3 originals of Standard Form 1194, "Authorized Signature

Card for Payment Vouchers on Letters of Credit" signed by those official(s) authorized to sign payment vouchers against the FRLC and by an official of the Grantee who has authorized them to sign.

(2) The Grantee shall subsequently receive one certified copy of the FRLC.

(3) The Grantee shall confirm with his commercial bank that the FRLC has been opened and is available when funds are needed.

(4) To receive payment, the Grantee shall:

(A) Periodically, although normally not during the last five days of the month, prepare payment vouchers (Form TUS 5401) in an original and three copies.

(B) Have the original and two copies of the vouchers signed by the authorized official(s) whose signature(s) appear on the Standard Form 1194.

(C) Present the original, duplicate and triplicate copy of the Form TUS 5401 to his commercial bank.

(D) Retain the quadruplicate copy of the voucher.

(5) After the first payment voucher (Form TUS 5401) has been processed, succeeding payment vouchers shall not be presented until the existing balance of previous payments has been expended or is insufficient to meet current needs.

(6) In preparing the payment voucher, the Grantee assigns a voucher number in numerical sequence beginning with 1 and continuing in sequence on all subsequent payment vouchers submitted under the FRLC.

(7) A report of expenditures (i.e., SF 269, "Financial Status Report") shall be prepared and submitted not less than quarterly within 30 days of the end of the period to the Office of Financial Management, AID, Washington, D.C. 20523. This SF 269 Report, submitted with Standard Form 1034, "Public Voucher for Purchases and Services Other Than Personal", shall be in an original and 2 copies.

(8) The SF 269 report is reviewed against the Grant provisions, and any improper disbursement is disallowed. The Grantee is notified of the reason for the disallowance and is directed to adjust the next periodic report of expenditures to reflect the disallowance and to reduce its next payment voucher against the FRLC by the amount of the disallowance.

(9) In addition to the submission of the SF 269 and the SF 1034, the Grantee shall submit an original and 2 copies of SF 272, "Federal Cash Transaction Report" as follows:

(A) For advances totaling less than \$1 million per year, the Grantee shall submit the SF 272 within 15 working days after the end of the reporting quarter.

(B) For advances totaling more than \$1 million per year, the Grantee shall submit the SF 272 within 15 working days after the end of each month, and

(C) The Grantee's cash needs for the ensuing period (i.e., quarter or month) shall be explained under the "Remarks" section of the SF 272.

(e) Refund of Excess Funds

(1) If all costs have been settled under the Grant and the Grantee fails to comply with the Grant Officer's request for repayment of excess FRLC funds, the Government shall have the right, on other contracts or grants held with the Grantee, to withhold reimbursements due to the Grantee in the amount of the excess being held by the Grantee.

(2) If the Grantee is still holding excess FRLC funds on a grant, contract, or similar instrument under which work has been completed or terminated but all costs have not been settled, the Grantee agrees to:

(A) Provide within 30 days after requested to do so by the Grant Officer, a breakdown of the dollar amounts which have not been settled between the Government and the Grantee. (The Grant Officer will assume no costs are in dispute if the Grantee fails to reply within 30 days.

(B) Upon written request of the Grant Officer, return to the Government the sum of dollars, if any, which represents the difference between (i) the Grantee's maximum position on claimed costs which have not been reimbursed and (ii) the total amount of unexpended funds which have been advanced under the Grant; and

(C) If the Grantee fails to comply with the Grant Officer's request for repayment of excess FRLC funds, the Government shall have the right, on other contracts, grants or similar instruments held with the Grantee, to withhold payment of FRLC or other advances and/or withhold reimbursements due to the Grantee in the amount of the excess being held by the Grantee.

STANDARD PROVISIONS

a. Allowable Costs (Oct. 1974)

Only those costs shall be attributed to this Grant which are reasonable, allocable, and allowable in accordance with the terms of this Grant and Subpart 15.2 of the Federal Procurement Regulations (FPR) (Principles and Procedures for use in Cost Reimbursement Type Supply and Research Contracts with Commercial Organizations) in effect on the date of this Grant.*

*If this Grant is made to a university, the applicable cost principles are contained in Federal Management Circular 73-8 (Cost Principles for Educational Institutions).

b. Accounting, Audit, and Records (Oct. 1974)

The Grantee shall submit to the Grant Officer an annual financial statement certified by an independent public accountant. Financial records covering all phases of the Grantee's program, including documentation to support entries on the account records and to substantiate expenditures, shall be maintained in accordance with accounting principles generally accepted in the U.S. and consistently applied, and shall be available for examination by personnel authorized by AID. All such financial records shall be maintained for at least three years after final disbursement of funds under this Grant. The AID Auditor General and the Comptroller General or their duly authorized representatives reserve the right to conduct an audit of the Grantee's books and records to determine whether the Grantee organization has expended its funds in accordance with the terms and conditions of this Grant. The Grantee agrees to make available any further information requested by AID with respect to any questions arising as a result of the audit.

c. Refunds (Oct. 1974)

(1) If use of the Grant funds results in accrual of interest to the Grantee or to any other person to whom grantee makes such funds available in carrying out the purposes of this Grant, Grantee shall refund to AID an amount equivalent to the amount of interest accrued.

(2) Funds obligated hereunder, but not disbursed to the Grantee at the time the Grant expires or is terminated, shall revert to AID except for funds encumbered by the Grantee by a legally binding transaction applicable to this Grant. Any funds disbursed to but not expended by the Grantee and in the custody of the Grantee at the time of expiration or termination of the Grant shall be refunded to AID.

The total estimated costs of AID's inputs in this project are given below:

<u>AID Financed Inputs' (\$000)</u>			
	<u>FY 78</u>	<u>FY 79-82</u>	<u>Totals</u>
1. <u>U.S. Technicians</u>			
<u>Long-Term (10 MY)</u>	130	470	600
Short-Term (20 MY)	(100)	(400)	(500)
	(30)	(70)	(100)
2. <u>Commodities</u>	100	200	300
3. <u>Participants (10 MY)</u>	20	80	100
4. <u>Other Costs</u>	600	2,600	3,200
Local Contract Personnel (60 MY)	(300)	(1,200)	(1,500)
Scholarships to PAID Institutions (150 MY)	(120)	(780)	(900)
Operating costs for SCAP and West Africa Institute	(140)	(360)	(500)
Support for local seminars (total:30)	(40)	(260)	(300)
5. <u>Contingency/Inflation</u>	80	420	500
TOTAL	<u>\$930</u>	<u>\$3,770</u>	<u>\$4,700</u>

G. Grant Financing

(a) Total AID funds available and allotted to this grant \$750,000

(b) Estimated additional funds which may be provided if funds are available \$3,950,000

Total Grant Cost \$4,700,000

The funds available in (a) above represent the total funds authorized to be expended by the grantee. Total grant expenditures shall not exceed the total of the funds available at any time. Reimbursement shall be accomplished in accordance with Standard Provision "T" - Payment - Federal Reserve Letter of Credit.