

UNCLASSIFIED

SAHEL MANPOWER DEVELOPMENT

PROJECT 625-0936

PROJECT PAPER

APPROVED: August 16, 1979

\$8,500,000

UNCLASSIFIED

AUG 15 1979

ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR FOR AFRICA

FROM: AFR/DR, ^{JWK}~~John W. Koehring~~

SUBJECT: Proposed Project - Sahel Manpower Development
(625-0936)

Problem: Your approval is required to authorize a grant of \$1,500,000 from the SH appropriation during FY 1979 for use in execution of the subject project activities. Your approval is also required for the proposed life-of-project funding of \$8,500,000.

Discussion: The purpose of this project is to provide approximately 400-500 Africans from CILSS member states with training designed to increase the number of skilled personnel needed for the development of rural areas. Training of this type was commenced in FY 1976 under the African Manpower Development Project (AMDP) and has continued to the present. The primary reason for this project paper is to break out training for Sahelians consistent with the funding source of the Sahel Development Program. Consequently, the broad outlines of the AMDP in terms of participant selection, courses of training, locus of training are carried forward in the project and tailored to fit the special concerns and requirements of the Sahel. Further discussion of these factors is presented on pp 2-6 of the PP. This project is consistent with AID objectives in the Sahel which have identified a substantial dearth of trained talent not necessarily relatable to specific AID bilateral or regional project training opportunities. In addition CILSS has, in the context of its Human Resources Development Working Group, noted that availability of qualified manpower was a severe development constraint in the Sahel.

The beneficiaries of this project are twofold: (1) the 400-500 individuals who receive the direct benefits of training funded from the project and (2) the various Sahelian populations who will realize benefits from more effectively designed and managed development projects as these trained personnel return to apply their training to the rural development scene in the Sahel.

AID funding for this project will be drawn from the SH appropriation in the amount of \$8,500,000 for the life of the project and \$1,500,000 for FY 1979. As one would expect in a training project, almost all funds appear in the participant category.

	<u>FY 79</u>	<u>LOP</u>
Technical Assistance	--	--
Commodities	--	--
Participants	1,355	6,960
Other	145	1,540
	<hr/>	<hr/>
TOTAL	1,500	8,500
Local Cost Financing (non-add)*	360	1,960
Host Country Contribution	160	1,000
	<hr/>	<hr/>
GRAND TOTAL,	1,660	9,500

Socio-economic, technical and environmental considerations:

Analyses for this project were performed, reviewed and accepted for the AMDP project. To the extent that additional material has been included it has been done specifically to strengthen Sahelian concerns regarding the enhancement of women's roles in development and the provision of special training in crop research in India. The IEE incorporated in the PP recommends a negative determination in view of the fact that this is exclusively a training project. No further environmental analysis is necessary. There are no issues in any of the CILSS member states in regard to human rights at this time.

No special covenants or conditions are considered necessary. The experience gained in implementing the AMDP will greatly benefit this project regarding both field and AID/W actions. Field missions, in conjunction with their respective host governments, will develop annual training plans for both U.S. academic training and for other training to be held locally or other third world sites. Obligations will be made using PIO/Is (and, where appropriate, PIO/Ts) against these training plans. PIO/Is will then be processed through the normal AID procedures.

*Funding to be utilized for training in country whether academic or seminar.

The Project Review Meeting on this project was held on July 30, 1979, during which the following points were discussed:

- (A) Administration of training and method of selecting candidates - The main issue is whether to arrange implementation of the project through AID/IT or through a contractor. It was agreed that the mechanisms currently employed under the African Manpower Development Program (698-0384 - AMDP), which is currently training 160 Sahelians, will continue to be utilized. Beginning in FY 1980, however, alternative arrangements will be studied and a decision reached. This is consistent with the narrative in the Project Paper. In addition, the Paper calls for exploration of methods to improve scholarship management under the project.
- (B) Role of women - All sections of the paper dealing with the various training programs to be administered should emphasize the availability of opportunities to women as well as to men.
- (C) Follow-on phases - The Paper should provide more explicit description of the plans for evolution of the training program in the final years of the project.

As there were no issues requiring executive resolution, no ECPR was recommended.

This project did not appear in the Congressional Presentation for FY 1979. However, Congress was apprised of AID's intention to include this project on June 4.

No specific officer in the field is designated as responsible for this project although each chief AID officer will be involved in the preparation of the annual training plan. The AFR/DR backstop is Glenn Slocum.

Recommendation: That you sign the attached IEE and PAF II and thereby authorize the proposed project.

DRAFTER: AFR/DR/SFWAP:JGraham/GS cum:fn:8-8-79

Clearances:

AFR/SFWA/SDP:M. Golden
AFR/SFWA:J. Kelly
AFR/DR/SFWAP:J. B. McCabe
AFR/DR:N. Cohen
AFR/DR/EHR:F. Moore

AFR/DR/SDP:J. Nixon
DAA/AFR:W.H. North
GC/AFR:J. Patterson
AFR/DP:R. Stacy

PROJECT AUTHORIZATION AND REQUEST FOR ALLOTMENT OF FUNDS

PART II

COUNTRY : Sahel Regional
PROJECT : Sahel Manpower Development
PROJECT NO. : 625-0936

Pursuant to Part I, Chapter 1, Section 121 of the Foreign Assistance Act of 1961, as amended, I hereby authorize grant financing in Fiscal Year 1979 of not to exceed One Million Five Hundred Thousand United States Dollars (\$1,500,000), the "Authorized Amount", to help in financing certain foreign exchange and local currency costs of goods and services required for the project as described in the following paragraphs.

This project is designed to provide training for Africans from the eight Sahelian countries, Cape Verde, Chad, The Gambia, Mali, Senegal, Mauritania, Niger and Upper Volta; the training will take place primarily in the United States and in Africa, and it will be in skills which are directly related to the respective Country Development Strategy Statements or Small Programs Strategy Statements goals, and also related to host country development plans.

Training priorities and recommendations will be established by in-country training committees within the project criteria set forth in the project paper. Selection of participants will be with joint AID/host country involvement. Implementation procedures will vary depending on the type of training programmed. At the end of this project, approximately 200 Sahelians will have received long-term academic training and approximately 200-300 will have completed specialized short programs in the United States and in Africa.

The project will also include experimental methods to improve scholarship management.

I approve the total level of A.I.D. appropriated funding planned for this project of not to exceed Eight Million Five Hundred Thousand United States Dollars (\$8,500,000), Grant funding, including the funding authorized above, during the period FY 79 through FY 84. In addition to the funding authorized above, I approve further increments during that period of Grant funding up to \$7,000,000, subject to the availability of funds in accordance with A.I.D. allotment procedures.

I hereby authorize the initiation of negotiation and execution of Project or other agreements with the appropriate countries, organizations, or persons by the officers to whom such authority has been delegated in accordance with A.I.D. regulations and Delegations of Authority subject to the following essential terms, together with such other terms and conditions as A.I.D. may deem appropriate:

a. Source and Origin of Goods and Services

The source and origin of goods and services financed by A.I.D. under the project shall be in accordance with Handbook 1, Supplement B, Procurement Policies. I authorize Third Country Training to be provided in accordance with A.I.D. Handbook 10, Participant Training.

Date: Aug 11, 1979

Gover T. Butcher
Gover T. Butcher
Assistant Administrator
for Africa

AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT PAPER FACESHEET	1. TRANSACTION CODE <input type="checkbox"/> A ADD <input checked="" type="checkbox"/> B CHANGE <input type="checkbox"/> C DELETE	PP <hr/> 2. DOCUMENT CODE 3
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3. COUNTRY ENTITY Sahel Regional	4. DOCUMENT REVISION NUMBER <input type="checkbox"/>
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5. PROJECT NUMBER (7 digits) [625-0936]	6. BUREAU/OFFICE A. SYMBOL: AFR B. CODE: [06]	7. PROJECT TITLE (Maximum 40 characters) [Sahel Manpower Development]
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8. ESTIMATED FY OF PROJECT COMPLETION FY [85]	9. ESTIMATED DATE OF OBLIGATION A. INITIAL FY [79] B. QUARTER [4] C. FINAL FY [84] (Enter 1, 2, 3, or 4)
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10. ESTIMATED COSTS (\$000 OR EQUIVALENT \$1 -)						
A. FUNDING SOURCE	FIRST FY			LIFE OF PROJECT		
	B. FX	C. L/C	D. TOTAL	E. FX	F. L/C	G. TOTAL
AID APPROPRIATED TOTAL	1,000	500	1,500	5,500	3,000	8,500
(GRANT)	(1,000)	(500)	(1,500)	(5,500)	(3,000)	(8,500)
(LOAN)	()	()	()	()	()	()
OTHER U.S. 1.						
OTHER U.S. 2.						
HOST COUNTRY		160	160		1,000	1,000
OTHER DONOR(S)						
TOTALS	1,000	660	1,660	5,500	4,000	9,500

11. PROPOSED BUDGET APPROPRIATED FUNDS (\$000)									
A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE		E. 1ST FY <u>79</u>		H. 2ND FY <u>80</u>		K. 3RD FY <u>81</u>	
		C. GRANT	D. LOAN	F. GRANT	G. LOAN	I. GRANT	J. LOAN	L. GRANT	M. LOAN
(1) SH	660	660		1,500		1,536		1,665	
(2)									
(3)									
(4)									
TOTALS				1,500		1,536		1,665	

A. APPROPRIATION	N. 4TH FY <u>82</u>		O. 5TH FY <u>83</u>		LIFE OF PROJECT		12. IN-DEPTH EVAL. SCHEDULED MM YY 19 80
	Q. GRANT	R. LOAN	P. GRANT	S. LOAN	T. GRANT	U. LOAN	
(1)	1,804		1,995		8,500		
(2)							
(3)							
(4)							
TOTALS		1,804		1,995		8,500	

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

1 = NO
 2 = YES

14. ORIGINATING OFFICE CLEARANCE				15. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION			
SIGNATURE	<i>Jim Kelly</i>			DATE SIGNED			
TITLE	Jim Kelly, Director Office of Sahel and Francophone West African Affairs			MM DD YY		MM DD YY	

SAHEL MANPOWER DEVELOPMENT PROJECT

Part I - Project Summary and Recommendation

A. Description of Project

This project will provide training for Africans from the eight Sahelian countries, Cape Verde, Chad, The Gambia, Mali, Senegal, Mauritania, Niger and Upper Volta, in the United States and in Africa in skills which are directly related to their Country Development Strategy Statements (CDSS) or Small Programs Strategy Statements (SPSS) goals and host country development plans. Similar training has been provided since 1976 under the African Manpower Development Project (AMDP), 698-0384.

Training priorities and recommendations will be established by in-country training committees within project criteria. Selection of participants will be with joint AID/host country involvement. Implementation procedures will vary depending on the type of training programmed. Since 1976, 160 Sahelians have been trained in the United States and in Africa. At the end of this project another 200 will have received long-term academic training and 200-300 will have completed specialized short programs in the United States and in Africa.

Methods to improve Scholarship management will also be explored in this project. These activities will be experimental in nature and expanded if the results are beneficial.

B. Summary Findings

Academic and special training is required on a specialized, flexible basis. Arrangements will be made through DS/IT in AID/W with the assistance of U.S. participating agencies and contractors or directly by missions through resources available in Africa. Implementation will be made by obligating PIO/Ps, ProAgs or PIO/Ts.

Training locations/institutions will be limited to those in the U.S. home countries of the trainees or countries included in AID Geographic Code 941.

Part II - Project Background and Detailed Description

A. Background

The project paper for the AMDP outlines the background for this project beginning in the 1960s and describes the three scholarship programs, African Scholarship Program of American Universities (ASPAU), African Graduate Fellowship Program (AFGRAD) and Inter-African Universities' Scholarship Program (INTERAF), which provided academic training for nearly 5,000 Africans, including participants from the Sahel. The

programs were evaluated by Practical Concepts Incorporated (PCI) in 1973 and the Overseas Liaison Committee of the American Council on Education to determine their efficacy as well as the need for future assistance. Many of their recommendations were incorporated into the AMDP and will be reflected in the Sahel Manpower Development Project.

B. Detailed Description

1. This regional multi-year project will provide training designed to increase the number of skilled personnel needed for the development of rural areas. The level of training will be decided on the basis of job requirements but may include graduate or undergraduate academic training and special courses. The objective is to increase the availability of trained Africans in priority development areas who will contribute to economic and social development particularly in programs that will benefit the poor majority. Training opportunities for women as well as for men will be emphasized.

2. Each participating African government in cooperation with the AID field office will develop and submit a training proposal to AFR/SFWA. Training proposals will be based on a joint analysis of priority training needs in accordance with criteria listed below. Training requested will include a statement on its potential contribution to development, relation to CDSS/SPSS strategy, potential impact on the poor majority and the institutional effect of the proposed training. A training proposal outline is included as Annex A. Country training proposals will be reviewed in AID/W for completeness and clarity of justification, potential impact on development, relation to the poor majority and integration of women.

3. The following training will be available in 1979/80.

a. U.S. Academic Training

Training will be mainly in graduate programs in the United States. Programs will be limited to pre- and post-project training not available in the participant's home country or in Africa. Degree training will be primarily for masters or special short duration undergraduate programs, with doctoral degrees limited and considered on a case-by-case basis.

Candidates for masters and doctoral degrees will be required to write theses or dissertations on topics related to development. Provisions will be made for doctoral research to be conducted in the candidate's home country to the extent possible. The approval of the degree-granting institution and travel and maintenance support by the home country government will be arranged in advance.

b. Special Programs

Special training, related to particular jobs, such as training agricultural workers in extension methods, agricultural co-ops and credit or farm management, can be given in-country. In such cases, a contract would be required to provide U.S. or African instructors to develop the course of study and curriculum with host country personnel.

Attendance at existing institutions in other countries offering short non-degree training, such as the International Institute for Tropical Agriculture (IITA) in Ibadan, the International Center for Research in the Semi-Arid Tropics (ICRISAT) in Hyderabad, the Institute for Development and Economic Planning (IDEP) in Dakar, the Pan-African Institute of Development (PAID), African Training and Research Center in Administration for Development (CAFRAD), the Regional Road Maintenance Training Center (RRMTC) in Africa or the U.S. Department of Agriculture or Department of Labor short courses in the United States, will be authorized if related to priority development needs.

c. African Academic Training

Academic training will be provided in other African countries for training not available in the participants' home country. Pre- and post-project training is encouraged. Candidates must meet African university entrance requirements.

4. Training will be primarily for personnel of governmental and/or quasi-governmental institutions with private sector employment approved on a limited case-by-case basis. Training requests will satisfy one or more of the following criteria. (which USAIDs may weight according to local conditions):

a. Pre-project training of selected key personnel required in development of proposed projects. Such training expedites project implementation by providing trained personnel as soon as the project is approved.

b. Post-project training for personnel required for successful continuation of project activity.

c. Training for a non-project activity in a priority or critical development sector which contributes to achievement of an AID program or strategy objective.

d. Training of trainers to provide the broadest possible multiplier effect.

e. Training to upgrade special skills of personnel in positions critical to development priorities.

Training for the staffing of a particular institution will not be included under this project. Such requests should be submitted as a PID for a bilateral activity.

5. Based on analysis of past needs, a small portion of the funding is being set aside for training in the area of scholarship administration. This will be directed to host government employees who must work with the USAIDs in selecting, orienting, processing, following-up, and evaluating scholarship programs. It is expected that some of these funds, at

least, will be used in conjunction with plans to train USAID local employees (an operational fund expense) in scholarship administration.

6. The initiation of small, experimental activities with host country governments will be encouraged within the scope of the following objective:

To improve the national government scholarship office management capability and the effectiveness of scholarship alumni through establishment and maintenance of more effective administrative practices and in-country training and follow-up activities.

These activities are expected to be initiated and implemented by the USAID missions, requesting assistance from REDSO/WA and AID/W when needed. If the evaluation of these efforts indicates positive results and an expansion appears necessary to maximize the benefits, a project amendment will be prepared requesting the required funding.

7. CILSS is the African body coordinating development activities in the Sahel. This project will be brought to the attention of CILSS and a coordination mechanism will be developed with them. It is expected that the Human Resources Development Working Group will be the responsible CILSS body. As the Sahel Institute develops, this activity will very likely be included under one of its functions.

Part III - Project Analysis

A. Technical Analysis

1. Type and Location of Training

The location, number of trainees and fields of training have been developed based on submissions from AID field offices and discussions with U.S. and African organizations with experience in African manpower development. A large proportion of the country training plans submitted request specialized U.S. graduate level training which is not available in Africa.

This project includes specialized non-degree training in the United States, in the participant's home country and in other African countries. There is a need for graduate level non-degree training in agricultural credit, extension, project analysis, management, budget administration and farming techniques for semi-arid soils. For example, Mali and Niger have requested training at ICRISAT, the International Center for Research in the Semi-Arid Tropics in Hyderabad, India, which offers courses suitable for Sahelian participants.

Several country training plans have listed programs presented by USDA and other U.S. participating agencies and U.S. universities. Many of these programs address key sector priorities, such as development economics and agricultural management, but there has been no means to finance this training. In contrast to this project, the AFGRAD and

INTERAF programs have been essentially scholarship programs not tied to a project-oriented technical assistance program but were primarily in fields decided by the university or the Ministry of Education in the sending country with limited AID input on selection. This project will require AID involvement in the selection process and joint planning of priorities with the host country.

2. Field of Training

a. Academic Training

The fields of training both in Africa and the United States will be directly related to country priorities outlined in the CDSS or SPSS. An illustrative list follows. Exceptions to the list can be proposed in annual country training proposals. Selection in each field will give specific attention to including women in order to integrate women into national economies.

Subject Matter Areas:

- Education Administration and Financing
- Agricultural crop and livestock research and disciplines related to food production including agronomy, plant pathology, irrigation, soils science, seed technology, range management, etc
- Agricultural economics/farm management
- Agricultural engineering
- Public health and para-medical
- Veterinary medicine/animal husbandry
- Cooperatives
- Forestry development/ecology
- Environment/energy
- MCH/FP/Nutrition
- Public Administration, Project Management and related disciplines in supply, procurement, accounting and other areas supporting rural-oriented programs
- non-formal education.

b. Special Training

Types of training authorized on a regional or country basis will fall in four major categories:

- (1) Training in African institutions and ICRISAT in India on a scheduled basis. This would include courses given by PAID, CAFRAD, RRMTTC, IITA, IDEP.

- (2) Special courses designed to meet unique regional or country needs. Such courses may be arranged through African regional or country institutions on an ad hoc basis, with U.S. technical assistance where required.
- (3) Short training courses in the United States such as those offered by USDA, Williams College, the University of Colorado or other universities specializing in development economics, or for short specially arranged programs in the United States in such fields as rural development, financial management or maternal and child health, for qualified professionals who need special technical or observation programs.
- (4) Regional Training Program for Women - Training Trainers: in regional sessions conducted in French for representatives of a women's organization in each country focusing on project identification, design, management, implementation, and evaluation followed by in-country short courses and seminars for local participants and lead by those trained in the regional sessions. In cooperation with USAID missions, local women's organizations could develop subsequent programs both for local training based on needs identified by women in regional meetings as well as those needs identified as peculiar to local conditions and for specific projects.

3. Long-Term Trends

The AMDP evolved from previous African scholarship programs. This SMDP is, in turn, a continuation of the AMDP. Discrete training projects of this nature can probably be anticipated as a necessary supplement to other development projects for the indefinite future.

Changes can be expected during the evolution of these projects. An example of a change which developed during the implementation of the AMDP in Chad and Mauritania and became incorporated into the SMDP is the expansion of in-country seminars.

As missions evolve from initiation to implementation of SDP projects and then into second generation projects, their training emphasis can be expected to shift from programs primarily in the U.S. to programs within Africa and finally to in-country programs. The SMDP should anticipate, encourage and facilitate this trend. Two examples of activities supporting this evolution are providing scholarships administration training and conducting in-country training of trainers programs to encourage a multiplication of the skills brought back from abroad. The in-country training programs to be conducted by these trainers can also be encouraged and supported under this project. Other experimental activities

with the host country offices responsible for training programs can be tried, such as:

- improvement of selection procedures, including greater involvement of women;
- better projections of manpower needs
- development of student contact, feedback, and placement systems
- conducting in-country pre-departure training
- English language training conducted in-country
- establishing efficient scholarship record systems
- creating an inter-African training information and coordination network
- encouraging the development of professional organizations.

Two Sahel countries, Mauritania and Chad, have bilateral projects which incorporate some of these items. But manpower planning and administration conditions are very similar in all Sahelian countries, and a regional project should address these needs. It is expected that the small, experimental activities generated in this project will lead to more comprehensive activities in the following TMDP.

B. Economic and Social Analysis

Although many African universities have adequate undergraduate schools, graduate training is still limited. U.S. graduate schools have either surplus capacity or are willing to make space available for foreign students. However, participants will be programmed to utilize existing African schools whenever appropriate educational programs are available.

The same approach will be used in programming special students. Existing African programs, or programs such as ICRISAT in India, will be used when available. In some cases, U.S. training has resulted in over-training in specialties such as medicine which command high salaries in the United States. The resulting brain drain has been an economic and social loss to Africa. This project is designed to prevent over-training by relating programs to the needs of less developed countries.

Female participants will be sought as actively as possible within the scope of the project and the criteria for selection. Women's activities have been a neglected area in development activities in the past, and conditions for recruitment of candidates in male-dominated Africa have not led to rapid exploitation of

potential opportunities. Under the category of pre-project training, however, women with viable project ideas or proposals will be sought and training programs designed to support them.

Cost/benefit analysis of social sector activities must be derived on the basis of indirect returns from investment. In a higher level training activity, such as this, where training will have long-term impact in a variety of unrelated sectors, such analysis becomes speculative. It is possible, however, to make several statements regarding the efficiency of the enterprise.

The most obvious alternative to training African manpower is to provide technical assistance. If one were to compare what one obtains for \$500,000, for example, one may be able to assess the feasibility of this alternative.

\$500,000 will barely cover the cost of 5 person years of technical assistance. It will also pay for over 30 academic years of training in the U.S. \$500,000 would pay the full cost of at least 5 Sahelian graduate students through the PH.D. If one assumes an active professional life of 25 years services, one obtains 125 person years of service through training, vs. 5 person years of service through technical assistance.

The other alternative to participant training (either in Africa or the U.S.) is to provide direct assistance to African training justifications to provide the necessary training. This solution might make sense on a sector intensive basis (livestock training, for example) but given the variety of non-project related training needs in this project, institutional assistance would be too scattered and far too expensive a solution.

Under the experimental activity element of the project, it is anticipated that methods of reducing the cost of developing professional and skilled manpower will be explored. Just handling scholarships better should improve the loss of students to jobs in other countries or to non-productive occupations. Because of the premium value attached to scholarships, it is sensitive and difficult to approach systematically the issue of treating scholarships as an important resource which needs to be managed carefully. The experimental activities may provide a focus or a forum to facilitate an approach.

C. Environmental Analysis

It is not anticipated that this project will have any significant effect on the environment. (See IEE).

Part IV - Implementation

A. Analysis of Administration

1. Division of Responsibility

AFR/SFWA will have general program and policy supervision. SFWA/DR will be responsible for implementation backstopping. Program guidelines and Annual Training Proposals will be monitored by a project committee consisting of representatives from SFWA/DR, DR/EHR, and SFWA/SDP. Program implementation will be coordinated with AFR/RA which manages the AMDP, and DS/IT which will continue to process the PIO/Ps for participants to be trained in the U.S.

2. Advance Notice from Field

Each USAID will submit an advance indication of requirements to AFR/SFWA at the time of the Annual Budget Submission. This will enable SFWA to budget for the next fiscal year.

3. Identification of Training Requirements

Each USAID will submit an Annual Training Proposal by November 30 for the number and types of training requested for the following year. Annex A provides an outline.

Training plans will be reviewed in AID/W by a Project Review Committee chaired by AFR/DR/SFWAP and approval will be cabled to the field. Missions are urged to identify priority areas in the training plan. A small amount of funds will be reserved for unanticipated requirements to allow some flexibility after submission of the training plan.

4. Selection of Participants

Identification of needs and recruitment is a function of host country ministry officials. Initial candidate identification (screening) will be done by USAID Missions but final selection will be the responsibility of DS/IT or the recipient education institution. Ministries will be encouraged to identify alternate candidates whenever possible. The processing will be as follows:

a. U.S. Academic

PIO/Ps will be issued using AFR/SFWA allotment and appropriation symbols. Placement and statistical reporting will be handled by DS/IT with the assistance of other U.S. government agencies or contractors.

b. U.S. Special

Obligating PIO/Ps will be issued for participants selected to attend training programs organized by U.S. government agencies, educational and other institutions.

c. African-Academic

Implementation will be handled through the AID Mission or a grant to the host country government. When useful or necessary, the programs will be administered by the AID Mission in the country receiving the participant. This AID Mission will be sent a copy of the PIO/P or grant agreement for action/reference. A copy of the obligating documentation will be submitted to AID/W for record purposes.

d. African-Special (scheduled courses)

Implementation will be handled through the AID mission or a grant to the host country government.

e. African-Special (tailored courses) and Experimental Activities

A detailed airgram to AID/W, with a copy to other Sahel missions, should be submitted describing the program, inputs required, costs, etc. AFR/SFWA will advise on program and administrative arrangements. In some cases, this may involve submission of a PIO/T to provide technical services to develop and administer the program.

5. Follow-up of Participants

Each Mission will develop and maintain a roster of returned participants and update it annually. This roster will include the information required to complete the annual report plus a brief analysis of the manner in which he is using or has appropriately used the knowledge gained in his training. Mission directors and/or project managers will be informed whenever it is learned that a former participant is assigned to an AID project or activity. An effort will be made to tap these former participants as resources in project management or project development and involve them in Mission activities where feasible and possible.

Missions will be encouraged to host seminars for past participants to maintain contact with them, solicit their participation in training evaluations, and determine which follow-up activities are useful. These seminars fall into the African, Special, ad hoc category, which has funding available.

B. Evaluation

Mission Action

The Annual Training Plan should include appraisal of past programs to ascertain whether appropriate training was provided and whether it was utilized to further project or sectoral activity goals. Evaluation should include analysis of the data on the returned participants to improve selection of future candidates and design of new programs.

AID/W Action

Missions will be requested to submit an evaluation of the previous year's programs before submitting the annual training proposal. Recommendations for changes in new programs can be based on the prior year's experience with similar training.

A study of selection processes, appropriateness of training to the returned participant's job in his country, the in-country seminars and other factors should be undertaken by an outside evaluator before the FY 81 training plans are submitted. At the mid-point in the life of the project, funding and recommendations can be incorporated into new training plans which will increase their effectiveness.

C. Accompaniment of Participant Spouses

It is recognized that in some cases it is desirable for the participant to be accompanied by his/her spouse to training programs in the United States. For budgetary reasons, funds from this program will not be used to support the travel and living expenses of spouses who accompany participants to the United States. However, it is recommended that, in certain cases, \$1,000 per year be budgeted for training programs for spouses who accompany, at their own expense, scholarship recipients to the United States. The spouses will be women in nearly every case. These training programs may include English language training, vocational skills training, and any number of other kinds of short courses offered by the university, public schools, business and industry, government, and social agencies of the community.

Training for spouses may be recommended by the missions with approval being granted by the SFWA project committee.

D. Financial Analysis and Plan (See Tables)

1. The various financial components of the project are:

a. U.S. Training

- (1) Academic: Tuition, books, domestic travel, maintenance, etc. are estimated at \$1,250 a month, excluding international travel.
- (2) Special: DS/IT costs are \$1,800 a month, excluding international travel.
- (3) International Travel: Round trip travel is estimated at \$1,900.

b. Africa Training

- (1) Academic: Tuition, books, maintenance, etc. are estimated at \$400 a month.
- (2) Special (scheduled): Tuition, books, maintenance, etc. are estimated at \$600 a month.
- (3) Special (ad hoc): Funds will be used primarily for hiring U.S. personnel or regional African institutions to develop and conduct special training. Costs for maintenance and international travel will be paid by the project if conducted at a regional institution. Maintenance, in-country travel and rental of training facilities will be paid as much as possible for in-country training. Costs will thus vary widely depending on the length of training, the constituency of the participants, and the level of expertise employed to design and conduct the programs. A two week international seminar was used for the calculations: roughly \$25,000 for travel and per diem and \$15,000 for expertise to design and conduct the program.

c. Training Program Administration

Funds will be used for technical assistance, international travel and per diem for participants to be trained, and a small amount of equipment when appropriate.

2. The shift in funding in FY 79 to the Special Sahel Appropriation and the establishment of the Sahel Manpower Project have delayed new starts. The Mission's original estimates are now being revised and will be inserted in this paper as soon as all data is complete. We estimate that approximately 15 new academic programs will be funded and 35 short-term special courses in the United States. In Africa, there will be about 10 new academic and 30 special programs.

3. The funds have been allocated for FY 1979 based on training plans submitted as follows:

<u>Country</u>	<u>Amount (\$000)</u>
Cape Verde	-
Chad	185
Gambia	192
Mali	209
Mauritania	135
Niger	255
Senegal	229
Upper Volta	150
Miscellaneous	<u>145</u>
TOTAL	1,500

Alternative criteria will be developed based on the experience gained in FY 79 and proposed to the Mission directors for their decision prior to the FY 80 training plan submission.

4. Approximate host country contributions were calculated by making the following assumptions:

- a. Salaries will be paid to officials while in training under 6 months, approximately \$300/month for the average participant.
- b. The average length of a Special, short-term training program is two months.
- c. A portion of the salaries will be paid to officials while in long-term academic training. A figure of \$30.00/month for twelve months for each long-term participant was used for this calculation.

A study will be undertaken of the benefits which participants receive from their respective governments when they are sent on training missions. This is necessary to assure equity of participants' benefits among the various Sahelian governments.

ANEX A

Annual Training Proposal for
Sahel Manpower Development Project

Country: _____

Date: _____

1. Summary of Proposal

- A. Content and objectives by sectors proposal
- B. Priority skills needed
- C. Relation of Training to CDSS or RDSS and host country development plan
- D. Relation to poor majority and integration of women
- E. Plans for selection
- F. Evaluation comments -- prior years.

2. Training Requested (group under following headings)

a. U.S. Training

- (1) Academic
- (2) Special (under 6 months)

b. Africa Training

- (1) Academic
- (2) Special (scheduled courses under 6 months)
- (3) Special (ad hoc)

Number

Field

Duration

(Under each item include brief comment on need for skills and future utilization of training, justification for degrees, selection plans and availability of candidates).

3. Host Country Contribution

Funding for international travel, salaries, family support and other contributions should be estimated.

INITIAL ENVIRONMENTAL EXAMINATION

Project Country: Sahel Regional

Project Title: Sahel Manpower Development Project - 625-0936

Funding: FY(s) 1979-83 \$ 53,500,000

Period of Project: 1979-1984

IEE Prepared by: James Graham, AFR/DR/SFVAP

Environmental Action Recommended:

This IEE recommended a negative determination and no further analysis is necessary.

Concurrence: James Kelly, AFR/SFVA

Assistant Administrator Decision:

APPROVED _____

DISAPPROVED _____

DATE _____

[Signature]

5/16/79

I. Description of Project:

The project will provide funds for training of Africans from the project area. Such training can take place either in the U.S., in the project area, or in selected sites in the underdeveloped world. The duration of such training will vary depending on the candidate to be trained from short courses of two to three weeks to academic training of two to three years. The content of training will also vary, but included in the list of eligible pursuits are such environmentally-oriented disciplines as range management, forestry, ecology, environment and energy. Thus, although the project will have no direct environmental impact on the project area as no construction whatever is included in the project.

II. Examination of Nature, Scope, and Magnitude of Environmental Impacts:

(In terms of items on attached Impact and Evaluation Form)

This project will not have any impact on the environmental factors included in the checklist since it is restricted exclusively to training. Even such training that may be of consequence from the environmental point of view would have only a limited secondary impact on the project area from increased environmental awareness on the part of the trained individual.

III. Recommended Environmental Action:

In view of the fact that this project will not have any impact on the environment, it is recommended that a negative determination be approved.

ESTIMATED COST OF SNIEL
MANPOWER DEVELOPMENT PROJECT
(\$ Thousands)

Location & Type of Training	FY 79		FY 80		FY 81		FY 82		FY 83		Total
	No.	Amount	No.	Amount	No.	Amount	No.	Amount	No.	Amount	
A. U.S. Training											
1. Academic											
Continuing	35	525 ¹	30	450	30	450	30	450	30	450	2,325
New	15	225	15	225	15	225	15	225	15	225	1,125
2. Special (under 6 mos.)	35	245 ²	30	215	30	215	30	215	30	215	1,105
B. Africa Training											
1. Academic											
Continuing	20	100 ³	20	100	20	100	20	100	20	100	500
New	10	50	10	50	10	50	10	50	10	50	250
2. Special - scheduled (under 6 months)	30	90 ⁴	30	90	30	90	30	90	30	90	450
3. Special - ad hoc	75	120	100	160	100	160	100	160	100	160	760
C. Scholarship Management				100		100		100		100	400
D. Contingency		145		-		-		-		55	200
TOTAL		1355		1390		1390		1,390		1,435	6,960
10% Inflation		-		146		275		414		560	1,540
GRAND TOTAL		1,500		1,536		1665		1,804		1,995	8,500

¹U.S. Academic - \$1,250 per month

²U.S. Special - \$1,800 per month

³Africa Academic - \$400 per month

⁴Africa - Special - \$600 per month

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HOST COUNTRY CONTRIBUTION TO
SABEL HANPOWER DEVELOPMENT PROJECT
(\$ thousands)

Type of Training	FY 79		FY 80		FY 81		FY 82		FY 83		TOTAL
	No.	Amount									
A. Academic	80	76.8	75	72	75	72	75	72	75	72	364.8
B. Special	140	84.0	160	96	160	96	160	96	160	96	468.0
TOTAL		160.8		168.0		168.0		168.0		168.0	832.8
10% Inflation		-		16.8		33.6		50.4		57.2	168.0
GRAND TOTAL		160.8		184.8		201.6		218.4		235.2	1000.8

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**PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK**

Life of Project:
From FY 79 to FY 84
Total U.S. Funding \$8,500,000
Date Prepared: 8/79

Project Title & Number: Sahel Manpower Development 625-0936

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS																																										
<p>Program or Sector Goal: The broader objective to which this project contributes:</p> <p>To increase the availability of qualified trained African manpower for priority development areas in the eight Sahelian countries.</p>	<p>Measures of Goal Achievement:</p> <p>The numbers of Sahelians selected, trained and returned to their countries prepared to assume responsible positions in priority development areas.</p>	<p>Records of persons completing training and returning to their home countries available in AID:SER/IT and with the administering organizations. Follow-up reports by AID Missions/Embassies on caliber of work performed by returnees.</p>	<p>Assumptions for achieving goal targets:</p> <ol style="list-style-type: none"> Sahelians will agree to return to their homes after training. Positions will be offered in their home countries which will utilize their skills obtained in training. Sahelians will be available who qualify for selection in the various training areas. 																																										
<p>Project Purpose:</p> <p>To meet critical development requirements for managerial and technically skilled manpower in Sahelian countries by providing training in Africa and the U.S. The training will increase and enhance Sahelian contributions to economic and social development with emphasis on fields most relevant to programs that will benefit the poor majority.</p>	<p>Conditions that will indicate purpose has been achieved: End of project status.</p> <p>400-500 Sahelians will have been trained in priority fields and effectively employed using those skills.</p>	<ol style="list-style-type: none"> Institution Records Contractor/Grantee reports and records. SER/IT records US AID Evaluation and follow-up. 	<p>Assumptions for achieving purpose:</p> <ol style="list-style-type: none"> Sahelian Governments will identify and provide salary for critical positions which will be filled by participants. Participants will return to positions. Sahelian Governments will continue to support inter-African training. <p align="right">(continued p. 2)</p>																																										
<p>Outputs:</p> <ol style="list-style-type: none"> U.S. Academic Training (Scholarship and job-connected) <ol style="list-style-type: none"> pre- and post-project training for graduate or special undergraduate persons. graduate degree programs for future university staff and government ministries. U.S. Special Programs (non-degree): <ol style="list-style-type: none"> short term scheduled training in U.S. (continued p. 2) 	<p>Magnitude of Outputs:</p> <ol style="list-style-type: none"> (a) U.S. Academic and Special Training: 85 per year (b) Africa Academic and Special Training: 135-160 per year. 	<p>Contractor/Grantee Reports and Records US AID/Embassy Reports</p>	<p>Assumptions for achieving outputs:</p> <ol style="list-style-type: none"> Sufficient students for selection into programs. Spaces will be available at African/US institutions. Participants complete programs in prescribed periods. 																																										
<p>Inputs:</p> <ol style="list-style-type: none"> AID funding for student, administrative and support costs. U.S. university tuition waivers. All Sahelian countries funding salaries. In-kind training facilities in Africa. 	<p>Implementation Target (Type and Quantity)</p> <table border="1"> <thead> <tr> <th></th> <th>FY 79</th> <th>FY 80</th> <th>FY 81</th> <th>FY 82</th> <th>FY 83</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>1. AID (\$000)</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td> Training</td> <td>1,355</td> <td>1,390</td> <td>1,390</td> <td>1,390</td> <td>1,435</td> <td>6,960</td> </tr> <tr> <td> Administration & Contingency</td> <td>145</td> <td>146</td> <td>275</td> <td>414</td> <td>560</td> <td>1,540</td> </tr> <tr> <td> Total</td> <td>1,500</td> <td>1,536</td> <td>1,665</td> <td>1,804</td> <td>1,995</td> <td>8,500</td> </tr> <tr> <td>2. Host countries Salaries</td> <td>160</td> <td>185</td> <td>202</td> <td>218</td> <td>235</td> <td>1,000</td> </tr> </tbody> </table>		FY 79	FY 80	FY 81	FY 82	FY 83	Total	1. AID (\$000)							Training	1,355	1,390	1,390	1,390	1,435	6,960	Administration & Contingency	145	146	275	414	560	1,540	Total	1,500	1,536	1,665	1,804	1,995	8,500	2. Host countries Salaries	160	185	202	218	235	1,000		<p>Assumptions for providing inputs:</p> <p>Adequate funds on annual basis.</p>
	FY 79	FY 80	FY 81	FY 82	FY 83	Total																																							
1. AID (\$000)																																													
Training	1,355	1,390	1,390	1,390	1,435	6,960																																							
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LOGICAL FRAMEWORK**

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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Program or Sector Goal: The broader objective to which this project contributes:	Measures of Goal Achievement:		Assumptions for achieving goal targets:
Project Purpose:	Conditions that will indicate purpose has been achieved: End of project status.		Assumptions for achieving purpose: (continued) 4. AID Offices/Embassies will be able to handle project management with authorized personnel.
Outputs: (continued) 3. African Academic Training (scholarship and job-connected) (a) sector and pre- and post-project training. (b) undergraduate and graduate programs. 4. African Special Programs (non-degree) (a) specially arranged courses in country. (b) specially arranged regional courses in Africa	Magnitude of Outputs:		Assumptions for achieving outputs:
Inputs:	Implementation Target (Type and Quantity)		Assumptions for providing inputs: