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(2)

ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR FOR AFRICA

FROM : AAA/AFR/DR. ~~John~~ W. Koehring

SUBJECT: Zaire - Development Manpower Training Project - 660-0068

Problem: Your approval is requested for a grant of $2,544,000 from the FAA Section 105 (Education and Human Resources Development) appropriation to the Government of Zaire (GOZ) for the Development Manpower Training Project (Project No. 660-0068). It is planned that $1,000,000 will be obligated in Fiscal Year 1980. Your approval is also requested for a source/origin waiver and a waiver of the requirements of Section 636(i) of the FAA for the procurement of two non-U.S. manufactured vehicles.

Discussion:

A. Project Description:

The central feature of the Mobutu Plan for Zaire is an effort to develop the rural economy. This effort is referred to as "the priority of priorities."

A.I.D. and other foreign donor supported projects that are planned for current and future implementation are faltering or held in abeyance due to extreme shortages of trained human resources. The negative effects of the limited human resources at the low/mid management levels are manifest throughout Zaire's rural sector.

The A.I.D. Mission to Zaire concurs in and supports the major concentration of the Zairian national plan emphasizing the development of the rural economy. The key priorities of this effort are: (1) increasing food production among Zairian farmers beyond subsistence to surplus for the market economy; (2) developing rural feeder roads to link farmers to the market economy as well as providing access to goods and services; and (3) improving the effectiveness and efficiency of the rural administrative and technical infrastructures which deliver these goods and services and thereby assisting the process of incorporating farm families into the rural economy.

The design of the project has been divided into two phases: Phase I (FY 80-81) is a formative stage to first test out selected training activities, secondly to strengthen relevant agencies within the GOZ Ministry of Planning (PLAN), and thirdly to develop a comprehensive training plan for the next phase. Phase II, if approved for FY 82-83, will build on Phase I with varied, additional training activities as specified in the comprehensive training plan.

The direct beneficiaries are administrative and technical personnel at the zone (mid-level) and collective (low-level) levels. The zone is the lowest administrative unit which is directly tied to the State through the Ministry of Territorial Administration. The administrative staff at the zone level includes an agronomist, doctor, veterinarian, engineer and forester - all with their respective staff.

The indirect beneficiaries are the villagers and the project's effort is to strengthen the linkages between the villagers and the development cadres. The project believes that the effect of the training program on the development cadres will involve the farming family with beneficial results for development.

B. Financial Summary:

The total cost of the project over its four-year life is estimated at $6.3 million. The U.S. contribution, which will be grant funded by A.I.D., is approximately $2.5 million, or 40% of the total cost. Funding for the first year of the project is for $1,000,000. The GOZ contribution, initially drawn entirely from the local currency counterpart funds generated under PL 480 Title I agreements, is approximately $3.8 million or 60% of the total cost. The A.I.D. contribution is summarized in the following table: ($000).

A.I.D.	First Year	LOP
Tech. Assist.	720	1,123
Participants	144	808
Commodities	77	77
Contingency	20	198
Inflation Factor	39	338
Total	1,000	2,544

C. Socio-Economic, Technical and Implementing Agency:

The project, as designed, includes the requisite technical, financial social, economic and administrative analyses. The project design team and project reviewers recommend implementation as designed. In addition, the project has been approved for implementation by the Christopher Working Group.

The Management System for Training will be the main GOZ implementing agency for the project. Three components comprise the system: the Technical Advisory Council (TAC), the Development Training Office (DTO) and the Development Data Bank (DDB).

The TAC will consist of eight knowledgeable and experienced Zairians in the field of training. They will provide program and policy guidance regarding training needs and activities, participant training and evaluation. The TAC will be organized and chaired by the Minister of Plan.

The DTO will execute the policy and decisions of the TAC to insure the organization and coordination of all training activities. The Minister of Plan's office will be responsible for making staff appointments to the DTO. The proposed staff positions are as follows: director, administrative and

logistics, finance and accounting, training specialist, evaluation specialist and information systems specialist.

The DDB will be based in the DTO and will provide data to the project staff, mainly for the purpose of formulating a comprehensive training plan. In the DTO, Zairian specialists in information and evaluation will be responsible primarily for this function. They will be assisted by the USAID HRD Officer, the long term U.S. technical advisor, and short term contractors. The DDB will feed data and information to the TAC as a basis for making decisions regarding the Training Plan, workshops as well as short term and participant training. USAID and the GOZ will also use this data to decide whether the project should continue into Phase II or not.

The USAID/Zaire Mission will procure goods and services on behalf of the GOZ due to poor GOZ contracting performance in sector and inadequate staff resources. Pursuant to A.I.D. Handbook 3, Appendix 5M, the Mission has provided the necessary justification for an exception to host country contracting.

D. Waivers:

Your approval is requested for a source/origin waiver from A.I.D. Geographic Code 000 to A.I.D. Geographic Code 935 for the procurement of two passenger cars (Renault 4 or equivalent), plus spare parts, having a total value of approximately $25,000. The items are to be procured in the Republic of the Congo and will be of French or United Kingdom origin.

E. Conditions and Covenants:

To assure the project will move forward in a timely manner, the Project Agreement shall contain the following conditions:

(1) Prior to any disbursement or the issuance of any commitment documents under the Project Agreement, the Cooperating Country shall furnish in form and substance satisfactory to A.I.D. evidence that the Technical Advisory Committee and the Development Training Office, which comprise the management system for training, have been established and are properly staffed.

(2) Prior to the obligation of any funds for Phase II of the Project, USAID shall be satisfied that Phase I activities have met the evaluation criteria agreed upon by the Cooperating Country and A.I.D. and that the training plan for Phase II is mutually acceptable to A.I.D. and the Cooperating Country.

The Project Agreement shall also contain, in substance, the following covenants and understandings:

(1) The Cooperating Country shall covenant to make project counterpart fund tranches available on a timely basis.

(2) The Cooperating Country shall covenant to exempt commodities imported for the Project from customs duties and to issue "special" visas free of charge to all expatriate technical assistants engaged in the Project.

(3) The Cooperating Country shall covenant to place the recipients of long-term training funded through the Project in positions for which they have been trained.

E. Committee Action and Congressional Apprisement:

The Project Review Meeting was held on July 11, 1980. As there were no issues which the Project Committee felt required the attention of an ECPR, the Project Committee concluded that the project should be recommended to the AA/AFR without an ECPR meeting.

The project was included in the FY 1980 Congressional Presentations (CP). The FY 1980 CP requested an obligation of $400,000 in FY 1980 and an estimated LOP cost of $2,500,000. An advice of program change was forwarded to Congress on August 14, 1980. Congressional clearance is anticipated on August 29, 1980.

USAID field responsibility will be assigned to Edward Hirabayashi, Human Resource Development Officer. Sidney Chambers, AFR/DR/CAWARAP, will be responsible for AID/W implementation/backstopping.

F. Environment:

The project does not provide for any major physical interventions and, therefore, will not have any significant impact on the environment. The Initial Environmental Examination (IEE) conducted for the project has recommended a "Negative Determination." The Project Review concurred in the recommendation, and you are requested to approve this negative determination.

Recommendation: That you sign the attached project authorization and thereby authorize the proposed project and the requested waiver, and approve a Negative Determination for the IEE.

Attachments:

(a) Project Authorization
(b) Congressional Notification
(c) Project Paper

Drafted:AFR/DR/CAWARAP:SChambers/USAID/Kinshasa:EHirabayashi:bfc:8/19/80

Clearances:

AFR/DR/CAWARAP:LBond
AFR/DR/SDP:JHester 8/20/80
AFR/DR/EHR:MSeymour Draft
AFR/DR:NCohen
AFR/CA:JWilhelm 8/26/80

GC/AFR:BBarrington
COM/ALI:WGill Draft
CM/ROD/AFR:SDean Draft
AFR/DP:DWilson Draft
DAA/AFR:WHNorth

PROJECT AUTHORIZATION

Name of Country: Zaire

Name of Project: Development Manpower Training

Number of Project: 660-0068

1. Pursuant to Section 105 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the Development Manpower Training Project for the Republic of Zaire ("Cooperating Country") involving planned obligations of not to exceed $2,544,000 in grant funds over a four year period from date of authorization, subject to the availability of funds and in accordance with the AID/OYB Allotment process, to help in financing the foreign exchange and local currency costs of the project.

2. This project will strengthen the training capacity of the Cooperating Country and provide training for development cadres in order to implement rural development programs in the Cooperating Country more effectively. During Phase I of the Project (FY 80-81) a pilot program of management training will be conducted, a process for identifying management training needs will be tested, and a comprehensive plan for future training will be developed. During Phase II (FY 82-83), the training plan developed during Phase I will be implemented. Obligation of funds for Phase II will be contingent upon a determination by USAID that Phase I has been successfully completed and the acceptance of a comprehensive training plan for Phase II by USAID and the Cooperating Country.

Total project costs are estimated at $6,300,000, of which AID is to provide $2,544,000 and the Cooperating Country approximately $3,755,000 in in-kind resources and local currency counterpart funds to finance in-country costs. AID's contribution will consist of the services of short and long-term technical assistance for in-country training and manpower analysis, the provision of participant training for trainers and development cadres of the Cooperating Country, and the provision of vehicles and commodities required for Project activities. Direct AID contracting is authorized for the Project.

3. The Project or other Agreements which may be negotiated and executed by the officers to whom such authority is delegated in accordance with AID regulations and Delegations of Authority shall be subject to the following essential terms and covenants and major conditions, together with such other terms and conditions as AID may deem appropriate.

4.a. Source and Origin of Goods and Services

Goods and Services, except for ocean shipping, financed by AID under the Project shall have their source and origin in the Cooperating Country and in the United States, except as AID may otherwise agree in writing. Ocean shipping financed by AID under the project shall, except as AID may otherwise agree in writing, be financed only on flag vessels of the United States.

b. Prior to any disbursement or the issuance of any commitment documents under the Project Agreement, the Cooperating Country shall furnish in form and substance satisfactory to AID evidence that the Technical Advisory Committee and the Development Training Office, which comprise the management system for training, have been established and are properly staffed.

c. Prior to the obligation of any funds for Phase II of the Project, USAID shall be satisfied that Phase I activities have met the evaluation criteria agreed upon by the Cooperating Country and AID and that the training plan for Phase II is mutually acceptable to AID and the Cooperating Country.

d. The Project Agreement shall contain, in substance, the following covenants and understandings:

(1) the Cooperating Country shall covenant to make project counterpart fund tranches available on a timely basis.

(2) the Cooperating Country shall covenant to exempt commodities imported for the Project from customs duties and to issue "special" visas free of charge to all expatriate technical assistants engaged in the Project.

(3) the Cooperating Country shall covenant to place the recipients of long-term training funded through the Project in positions for which they have been trained.

5. I hereby approve a negative determination based on the Initial Environmental Examination of the Project included as Annex 6 of the Project Paper.

6. Waivers

Notwithstanding paragraph 4 hereinabove, and based on the justification set forth in Annex 11 of the Project Paper, I hereby approve a source and origin waiver from Geographic Code 000 to Code 935 for the procurement of two motor vehicles (Renault 4 or equivalent) and spare parts, at an approximate cost of $25,000. I hereby determine that exclusion of procurement of the vehicles from free world countries other than the Cooperating Country and countries included in Code 941 would seriously impede the attain-

ment of US foreign policy objectives and the objectives of the Foreign Assistance Program and that special circumstances exist which justify a waiver of the requirements of Section 636(i) of the Foreign Assistance Act of 1961, as amended.

Date:

Goler T. Butcher
Assistant Administrator
for Africa

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT PAPER FACESHEET

1. TRANSACTION CODE: C (A = ADD, C = CHANGE, D = DELETE)

PP

2. DOCUMENT CODE: 3

3. COUNTRY ENTITY: Zaire

4. DOCUMENT REVISION NUMBER:

5. PROJECT NUMBER (7 digits): 660-0068

6. BUREAU OFFICE: A. SYMBOL: AFR; B. CODE: 06

7. PROJECT TITLE (Maximum 40 characters): Development Manpower Training

8. ESTIMATED FY OF PROJECT COMPLETION: 84

9. ESTIMATED DATE OF OBLIGATION: A. INITIAL FY 80; B. QUARTER 4 (Enter 1, 2, 3, or 4); C. FINAL FY 82

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

A. FUNDING SOURCE	FIRST FY 80 B. FX	C. L/C	D. TOTAL	LIFE OF PROJECT E. FX	F. L/C	G. TOTAL
AID APPROPRIATED TOTAL	1,000	-	1,000	2,544	-	2,544
(GRANT)	(1,000)	-	(1,000)	(2,544)	(-)	(2,544)
(LOAN)	(-)	(-)	(-)	(-)	( )	( )
OTHER U.S. 1.	-	-	-			
OTHER U.S. 2.	-	-	-			
HOST COUNTRY	-	454	454		3,755	3,755
OTHER DONOR(S)	-	-	-			
TOTALS	1,000	454	1,454	2,544	3,755	6,299

11. PROPOSED BUDGET APPROPRIATED FUNDS ($000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE C. GRANT	D. LOAN	E. 1ST FY 80 F. GRANT	G. LOAN	H. 2ND FY 81 I. GRANT	J. LOAN	K. 3RD FY 82 L. GRANT	M. LOAN
(1) EH	600	700	-	1,000	-	544	-	1,000	
(2)									
(3)									
(4)									
TOTALS				1,000		544		1,000	

A. APPROPRIATION	N. 4TH FY ___ O. GRANT	P. LOAN	Q. 5TH FY ___ R. GRANT	S. LOAN	LIFE OF PROJECT T. GRANT	U. LOAN
(1)					2,544	
(2)						
(3)						
(4)						
TOTALS						

12. IN-DEPTH EVALUATION SCHEDULED: MM 03 YY 82

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

SIGNATURE: Norman L. Sweet

TITLE: USAID Director

DATE SIGNED: MM 06 DD 07 YY 80

15. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION: MM DD YY

AID 1330-4 (3-78)

DEVELOPMENT MANPOWER TRAINING

(ZAIRE 660-0068)

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1 Summary and Recommendations

1.1 Face Sheet

1.2 Recommendations

The following actions are recommended:

A. Authorization and obligations of grant in an amount not to exceed $1,000,000 from FY 80 funds;

B. Approval of life of project funding, subject to the availability of funds, in an amount not to exceed $2,544,000.

1.3 Project Summary

The project proposal herein is designed to strengthen GOZ training capacity and to train selected development cadres in order to implement rural development programs more effectively. Total project costs are estimated at $6,300,000 of which the GOZ will provide in-kind resources in the amount of $3,755,000 (60%).

The project is divided into two phases: Phase I (FY 80-81) is a formative stage to 1) test out selected training activities; 2) strengthen relevant agencies within the GOZ Ministry of PLAN (PLAN); and 3) develop a comprehensive plan for future training. Phase II (FY 82-83) will build on Phase I with varied, additional training activities as specified in the Training Plan. Funds will be authorized for both Phase I and II. However, obligation of funds for Phase II will be contingent upon USAID's determination that Phase I has been successfuly completed and that there is a training plan for Phase II acceptable to USAID and GOZ. Following is a Summary Financial Table for Phase I only:

SUMMARY FINANCIAL TABLE - PHASE I
($000)

AID CONTRIBUTION	Technical Assistance		
	Long term	242	
	Short term	670	
	Participant Training		
	Long term	135	
	Short term	15	
	Commodities	46	
	Contingency (10%)	108	
	Inflation (12%)	146	
	Total	(1362)	1362
GOZ CONTRIBUTION	Incountry Training Support	614	
	Participant Training	----	
	Participant Salaries	119	
	Commodities	----	
	Contingency (10%)	73	
	Inflation (80%)	645	
		(1451)	1,451
	Total for Phase I		2,813
	Total for LOP		6,300

Specifically, the AID inputs for Phase I will be as follows:

A. One long-term US training specialist for two years ($242,000).

B. 67 person months of short term TA for in-country training and manpower analysis ($670,000).

C. 10 person years of participant training for GOZ planners, administration, and trainers ($150,000).

D. Provision of vehicles and spare ($25,000) and facilities ($21,000).

Phase II inputs will be specified according to the targets set in the Training Plan. The remainder allotted for Phase II is $1,182,000, from AID and $2,304,000 from GOZ for a LOP total of $6,300,000 It is expected that Phase II training activities will include additional ones in management -already in Phase I - as well as new ones in food production and road construction/ maintenance.

1.4 Findings

On the basis of the analysis contained in this Project Paper (PP), the USAID Mission to Zaire concludes that the project is technically, economically and financially sound and is consistent with both the AID mandate and development plans of the GOZ. The analysis set forth in this paper supports the conclusion that this project meets all applicable AID criteria and will not have an adverse effect on the environment.

1.5 The Development Problem

A central feature of the Mobutu Plan for Zaire is the build-up of the rural economy, a process in which the Mission concurs and supports.

A. Of priority concern is the increase in food production among the Zairian farmers who hardly produce enough for their own needs. AID and other donors are contributing to a variety of agricultural interventions whose objectives are for the farmers to achieve production goals that carry them beyond subsistence to that of producing a surplus for the market.

B. Transportation development is a related priority, especially rural feeder roads to link the farmer with the market economy and, in turn, to enable him to receive goods and services in health, nutrition, veterinary care and education.

C. A third priority is the improvement of the efficiency of administrative and technical structures that deliver these goods and services and thus incorporate farming families into rural development programs.

A key factor in the linkage of these priorities is the capability of personnel to manage the implementation of rural development programs. Although the problem exists at upper levels as well, this is especially the case at mid-to-low levels in the administrative and technical services. Obviously, this is where the contact with the village farmers should be the most direct. Administrative and technical cadres at the regional and local levels have been unable effectively to plan, organize, budget, monitor and evaluate projects and activities for which they are reponsible. This is particularly important in the administrative services that must coordinate the activities of technical agents and the staff of these agents so that their efforts reinforce one another.

Despite the formidable economic, political and logistical problems in Zaire, the rural administrative infrastructure originated during the colonial period still exists to function as the contact structure between low-level public administration and the village farmers. Under the supervision and control of the local and mid-to-low level administrators, agriculture, health, public works, forestry and veterinary technicians are expected to deliver services to the villages. While these officials may be technically trained, they appear to lack the ability and awareness to manage daily affairs with their staff with the villagers. The preliminary data collection findings of the latest field researches sponsored by the Mission and implemented by the Center de Perfectionnement de l'Administration (CPA) indicate that the rural development cadres do have a conventionally set model of development with which to operate (the colonialist culture imposée), but that they simply do not risk deviating from that

traditional model. It is the position of the project that they can begin to cope with he problems they face in implementing rural development programs only when they have been equiped with both the necessary condition of appropriate technical services and resources as well as the sufficient condition of relevant managerial skills.

What is required is a variety of training programs that focus on the mid-and low- levels, and to a lesser degree, on the cadres in the upper level. The programs should be practical in nature, specific in scope, and relatively short in time. The focus of the program curriculum should be on skills training to insure effective management, administrative support, communication and organization. The emphasis, however, must be on attitudinal and behavioral changes -- changes that are needed to counter the bureaucratically common "top-down" direction with a participatory "bottom-up" orientation. Thus, cadres need to be sensitized not only to larger-scale rural development planning but also as to how one can forge effective interdepartmental and interpersonal relations.

This project clearly is not able to meet all the needs noted above. However, it proposes to strengthen the GOZ' capacity to train for rural development and to implement project management training in the priority areas of agriculture and transportation.

1.6 Project Issues:

Project issues raised during the PP review were of sufficient importance to postpone approval. As a result, the PP was substantially revised and this paper reflects this revision and addresses the salient comments reported in the review cable (STATE 226491).

A. Does the flexibility which is built into the design of this project make it "diffuse and amorphous in its goals, purpose and outputs"? Because of the difficulty of conducting project assistance in Zaire, USAID/Kinshasa wanted to retain flexibility in the implementation of this project in order to maintain a quick response system and effect changes if necessary. The original paper addressed this difficulty through the construction of a "rolling design". The revision restructures this as a "phasing" plan whereby specific activities will take place in Phase I of two years' duration. The success or failure of these activities then will determine whether and how ongoing activities will be continued or revised in a Phase II of two years' duration. This provides the Mission with the option of continuing, changing or terminating the project according to definite evaluative criteria (Section VI) and within a specified period.

B. Can GOZ identify and recruit a sufficient number of candidates for in-country and U.S. degree training? Past experience in USAID assistance to training in Zaire under AMDP indicates that the GOZ has no difficulty in identifying and releasing cadre for short and long term training. Discussions with GOZ officials in PLAN indicate that recruitment will not be a difficult problem to overcome in the proposed project.

C. How can one initiate training without a general training plan? At present, baseline data to construct such a training plan is insufficient, and preparation of a training plan will become a major output for Phase I. The training that will take place in Phase I, therefore, is limited mainly to the Ministry of PLAN, Ministry of Agriculture and Rural Development, Ministry of Transportatin, and Ministry of Territorial Administration -- and is targeted for less than 1/3 of the total number of staff to be trained.

D. What is the linkage between the training proposed in this project and AID's mandate to reach the rural poor? While the direct beneficiaries of training are mid- and low-level cadres, they are the personnel responsible for implementing the rural development plan (part of the "Mobutu Recovery Program") whose intended beneficiaries are the rural poor. (Details of this linkage are described in the Social Soundness Analysis, Section III B.)

E. Will there be the necessary degree of coordination to insure that this project can be successfully implemented? The implementing GOZ agency for the proposed project is the Ministry of PLAN. Recently, the PLAN has become stronger and more important in its relations with other sectoral agencies, commission and ministries within the GOZ. Consequently, it is expected that the PLAN will have considerable power to implement the proposed project. The PLAN, in turn, has established an operational agency within itself called the Institut Zairois de Management (IZAM) which has been given the responsibility to coordinate all development projects in executive management, vocational education and rural development. In addition, representatives from other agencies have membership on an executive Administrative Council that functions as the Policy making for IZAM, thus hopefully insuring effective interministerial coordination. (see organigram, p. 15)

F. Does the GOZ have the financial resources to cover most of the project costs as well as recurrent costs incurred by the project? Given the formidable economic difficulties confronting the GOZ, this is a recognized problem. USAID would prefer that the GOZ meet its pledge to pay project costs through funds from the national budget. If the GOZ cannot or will not do this, then USAID will accept the GOZ' proposed alternative to pay project costs from counterpart funds, which are

available in sufficient amounts. Since most of the training is short term and in-country, it is expected that recurrent costs will not be considerable. (See Financial Plan, Section IV.)

PART II:

BACKGROUND AND DETAILED DESCRIPTION

2.0 Project Background and Detailed Description

2.1 Background

The design process of this project has been an extremely intensive one. The following is an outline of the different steps of this process:

June 1975 - The PID stated that AID identified a problem in the lack of GOZ capacity to absorb aid assistance. It envisaged an overall participant training program.

Dec. 1975 - The PRP, developed collaboratively with the GOZ, articulated a joint structure for USAID-GOZ definition, planning and implementation of training program priorities. (See PRP approval cable, Annex 3)

Apr. 1976 - The AID/W approval cable which insisted that the project develop a GOZ institutional capacity to do the training.

Sep. 1977 - A GOZ "counterproposal" then placed all functions of the 1975 PRP into the GOZ Planning Ministry.

Jan. 1978 - USAID revived the idea of an overall participant program of training with emphasis on management/administrative planning in government.

Jan. 1979 - USAID and GOZ collaborated on a project design for project management training to break key manpower bottlenecks, with the key priority sectors identified as agriculture and transportation.

Aug. 1979 - The PP was presented to an AID/W review committee. The committee decision was that while the project was substantially sound, the PP manifested enough shortcomings to warrant a revision. (See PP cable, Annex 3)

Sep. 1979 - An AID/W team visited USAID/Kinshasa for 3 weeks to research and revise critical sections of the PP. Team members were from AFR/DR/EHR and DS/RAD.

Dec. 1979 - GOZ announced the establishment of a management institute (IZAM) within PLAN to coordinate all management training activities. Sponsored by UNDP/ILO, it was announced that Project 068 would be placed under IZAM.

Jan. 1980 - New USAID/HRO officer arrived to begin series of meetings with new director of IZAM to identify how IZAM's priorities were to coincide with those of the 068 project, and to acquaint IZAM with the draft PP.

May 1980 - UN permanent advisor arrived to devise organizational structure for IZAM which would permit setting rural development as a top priority for IZAM.

While this design process has been long, it has been fundamentally collaborative. The USAID/HRD advisor working on the project design since its inception has involved key Zairians at every stage in this process, has shared with them AID/W's responses to development of the PP, and has elicited their participation in framing the document. As a result, the document, while long overdue, does faithfully articulate certain Zairian needs and preferences for a wide range of training.

2.2 Detailed Project Description

2.21 Overview

The goal of this project is to improve the quantity and quality of socio-economic development programs for the poor majority. The twofold thrust of the project purpose is to assist in 1) establishing the GOZ development oriented training capacity; and 2) training selected numbers of Zairians in the priority development sectors.

One of the major problems in Zaire is that widespread deficiencies existing in human resources severely limit effective planning, implementation and evaluation of development programs. This is especially the case in trained human resources, which are in limited supply, and if they do exist are found to be inappropriate for extension and outreach services for the rural sector. The GOZ recognized this problem and has addressed it in the Mobutu Plan by setting as a priority the strengthening of managerial and technical services in an effort to overcome the deficiency. As stated in its CDSS, the USAID intends to assist in this area through the planning and implementing of a variety of training activities.

The intent of this project is to achieve its purposes through the following outputs:

1) Creation of a management system for training;
2) formulation of a training plan;
3) project management training of Zairian development cadres at mid-low-levels in the key sectors of agriculture and transportation;
4) the training of trainers.

AID's contribution will be through the following inputs:

1) Technical assistance for planning and training;
2) short- and long-term U.S./Third Country participant training; and
3) provision of selected commodities.

This project will be implemented and evaluated in two phases because Zaire, at present, has very little capacity for training in rural development. By training 500 development cadres, and creating a training plan for Phase II as well as a system for managing it, the project will strengthen Zairian capacity for executing effective development in the rural sector. In the second phase, 1,000 GOZ cadres will be trained in-country in organizational and management skills along with related short term in-country training and long term participant training in the U.S. By the end of Phase I (24 months), GOZ and USAID will have collected sufficient data and experience to decide whether or not to continue training in Phase II.

Should the project continue in Phase II, the management system will monitor and evaluate expanded training activities specified in the training plan developed in Phase I. It is anticipated that training in Phase II will place more emphasis in

the technical areas of food production and road building/maintenance rather than in management training for administrators. This will determine the end-of-project-status, i.e. demonstrated GOZ capability for training development cadres with the approximately 1500 trained cadres in place.

Phasing is important to insure flexibility during project implementation. In Phase I, the process for identifying needs of a selected group of development managers will be tested. A training program based on that analysis will them be implemented in four geographical areas. While this pilot program of management training is being carried out, the project will conduct an analysis of training needs which then can be addressed in Phase II. At the end of Phase I, which will last two years, the project will have 1) developed its analysis and training methodologies; 2) trained 500 Zairian development managers; and 3) produced a detailed Training Plan for Phase II. The following section describes in greater detail how each of the project components will function. The components are organized in relation to the output to which they contribute.

2.22 Components of the Outputs/Inputs

SCHEME

OUTPUT	COMPONENT	NOs & PHASE I	NOs & PHASE II
A. Management System for Training	A.1 Technical Advisory Committee (TAC)	8 GOZ members 1 USAID/EHR member	8 GOZ members 1 USAID/EHR member
	A.2 Development Training Office (DTO)	6 GOZ members 1 long term training specialist	6 GOZ members 1 short term technical assistant
B. Training Plan (Developed in Phase I for use in Phase II)	B.1 Data Collection Survey B.2 Data Analysis Workshops	Short term TA consultants to direct survey and workshops	GOZ continues on-going evaluation
	B.3 Recommendations	Training Plan produced	Training Plan implemented
C. Training of GOZ Development Cadres	C.1 In-country training	TA contractor trains 500 cadres	GOZ and short term TA train 1000 cadres
	C.2 Participant Training (high level)	9 py	34 py
D. Training of	D.1 In-country training workshops	Short term TA consultants conduct workshops	Short term consultants conduct workshops
	D.2 Participant training (long term)	---------	10 py
	D.3 Participant Training (short term)	12pm	----------

ORGANIZATIONAL CHART: IZAM

MINISTRY
of
PORTEFEUILLE

MINISTRY
of
PLAN

COUNTERPART
FUND

Institut Zairois
de
Management
I Z A M

Administrative Council

Director General

EXECUTIVE MANAGEMENT
DEVELOPMENT OFFICE

Director General
RURAL DEVELOPMENT RESOURCES OFFICE

Technical Advisory Committee (TAC)

P R I O R I T I E S

Executive Mgt Training

Academic Training

Vocational Ed. Training

Director
DEVELOPMENT TRAINING OFFICE
(Mgt System for Training)
* 0 6 8 *

Admin.
&
Logistics

Finance
&
Accounting

Development
Data
Bank

TRAINING

Evaluation

PHASE I

2.23 Management System for Training

The creation of the Management System for Training will strengthen GOZ' capacity to continue and expand training activities once the project is terminated. Three components comprise this system:

1) Technical Advisory Council (TAC)
2) Development Training Office (DTO)
3) Development Data Bank (DDB)

i. Technical Advisory Council

A group of eight knowledgeable and experienced Zairans in the field of training will provide program and policy guidance to the project as members of the TAC. The TAC will be organized and chaired by the Minister of PLAN. He will appoint members to the TAC because of their technical capability and experience in dealing with problems and programs in human resources development and training. GOZ officials from the PLAN have strongly reiterated that the role of TAC is technical and not political, i.e. members will not be selected simply to represent the bureaucratic interests of one branch of the government against those of other branches.

The TAC will be multi-disciplinary and, to the extent possible, include members with knowledge of Zaire's various geographic regions. The Director of the Development Training Office will be a regular member of the TAC. The officials of the PLAN have also requested that the USAID/Human Resources Development Officer be on the TAC. The TAC will meet as often as required, and at least once per quartier. In his absence, the Minister of PLAN (or the Secretary of State of Plan) will name the Director General of the Rural Development Resources Office as the member responsible for

chairing TAC meetings (neither the DTO Director nor the USAID representative will be eligible to chair the TAC meetings). On some occasions, the TAC meetings will be conducted in the form of one- and two-day intensive workshops which will assist the TAC members to improve their skills in collaborative analyses and problem-solving skills. The TAC responsibilities include:

1) Formulation of training policies and guidance to the Development Training Office regarding training plans, programs and evaluation.
2) Supervision and evaluation of the project on behalf of the GOZ.
3) Approval of the Development Training Office's identification of priority needs.
4) Specification of criteria for selecting candidates for in-country and participant training.

ii. Development Training Office

The Development Training Office (DTO) will be an office within IZAM and directly under the supervision of the Director General of the Rural Development Resources Office. Its overall function will be to execute the policy and decisions of the TAC to insure the organization and coordination of all training activities. Its responsibilities include:

1) Collaborate with a contractor during Phase I to develop a comprehensive training plan for Phase II;
2) design and maintain the project's Development Information System and its use in evaluating the impact of training activities;
3) assure contact with organizations linked directly to the project in Zaire as well as to the U.S. and third country training institutions;

4) design methodologies, conduct workshops and maintain logistical support of in-country training of managers, trainers, and high-level decision makers;
5) recruit candidates for project training activities (both in-country and participant) according to criteria established by the TAC;
6) provide accounting services and administer all local currency and financial operations required for project; and
7) established and maintain files of relevant training materials.

The Minister of PLAN's office will be responsible for making staff appointments to the DTO. The PLAN officials have insisted that only those with the requisite capabilities for their job will be appointed to the DTO. The GOZ has already identified two competent PLAN officials to work closely with the design, one of whom may assume the responsibilities of the full-time Director of the DTO when the project is funded. Other DTO staff will be recruited from throughout the government. The proposed staff position will be:

1) Director
2) Administration and Logistics
3) Finance and Accounting
4) Training Specialist
5) Evaluation Specialist
6) Information Systems Specialist

Although the IDO is the rural development operational training arm of IZAM, it will rely largely on technical contractors and other Zairian agencies to do most of the training and the needs analysis. The primary reason for initially understaffing the DTO is both AID's and the GOZ reluctance to create a fully developed institution before the project has demonstrated the workability of its approach. It is important, however, that the DTO maintain some direct involvement in

training and needs analysis in order to maintain its technical credibility. One long term U.S. training specialist will work closely with DTO members, especially with the training, information and evaluation specialists.

iii. Development Data Bank

The Development Data Bank (DDB), based in the DTO, will provide data to project staff, mainly for the purpose of formulating the comprehensive training plan. In the DTO, Zairian specialists in Information and Evaluation will be responsible primarily for this function. They will be assisted by the USAID HRD officer, the long term U.S. technical advisor, and short term contractors. The DDB will feed data and information to the TAC as a basis for making decisions regarding the Training Plan, workshops as well as short term and participant training. USAID and GOZ will also use this data to decide whether the project should continue into Phase II or not.

The Evaluation Plan (Section VI) presents criteria for selecting data to be included in the information system. The proposed evaluation and planning procedures are based on an integrated and easily accessible record of information required for the project. The Development Data Bank is compromised of the following:

1) Logistical and financial operations;
2) training operations;
3) participant training opportunities;
4) direct beneficiaries profile;
5) impact of training activities on rural development projects; and
6) an inventory of training resources (people and materials).

AID's inputs to the Management Training System during Phase I will consist of technical assistance. One long term U.S.specialist in management training will be contracted for two years to work closely with the training, information and evaluation specialists in the DTO. He will assist them to manage, monitor and evaluate the training of 500 cadres and will help to determine if this type of training will be continued in Phase II. (Estimated cost: $242,000). He, in turn, will be supervised by the USAID Human Resources Development Officer who will coordinate, as the project manager and a member of the TAC.

Thus, the Management System for Training, comprised of the TAC, DTO and DDB, performs the critical functions of policy planning, information retrieval, operations and control which are essential if implementation is to achieve the purposes as defined by GOZ officials.

INSTITUTIONAL/STAFF DEVELOPMENT
FOR
068 TRAINING ENTITIES

(Network)

PLAN/IZAM

Rural Development Resources
Office

External
Consultants

CPA

CPCZ

. . . data collection . . . . . training . . . . . evaluation . . .

MINISTRY

of

TRANSPORTATION

Office des Routes
(Parastatal)

SEC STATE

of

AGRICULTURE

SEC STATE

of

RURAL DEVELOPMENT

MINISTRY

of
TERRITORIAL
ADMINISTRATION

2.24 Training Zairian Development Cadres

Two types of training for Zairian development cadres have been included in this project: 1) in-country training, primarily for mid- and low-level development cadres; and 2) participant training for high-level officials.

i. In-country Training for Development Cadres

One group of local level development cadres will be selected to receive training, and the direct beneficiaries of this training will be the personnel working in the administrative collectivities and zones designated as priority agricultural production areas for the "Mobutu Recovery Program". These people are the collectivity chiefs and, above them, the Zone Commissioners, along with the counsellors, administrative staff and sectoral technicians who work under their direction. Without proper comprehension and support by the people who have been listed above, projects involving small scale agricultural producers will fail. Based on data obtained and analyzed through the process described above, a pilot program for 500 local development cadres will be designed and conducted in four geographic sites. Each trainee will receive approximately 25 days of management and human relations training spread over a 12 - 15 month period -- approximately one week per quarter. These are 5 one-week workshops.

Elements of an illustrative curriculum and criteria for evaluation are as follows:

1) Determining priorities among various tasks;
2) scheduling tasks;
3) identifying preconditions which must be resolved in order to accomplish tasks;
4) determining the resources which must be required in order to accomplish tasks;

5) budgeting resources against time;
6) learning how to diagnose local needs;
7) developing skills to promote villager participation in needs analysis and evaluation;
8) designing and organizing simple projects such as the construction of a storage bin;
9) organizing materials to write a report;
10) conducting problem solving meetings with colleagues, subordinates, and villagers.

The above is representative of tasks performed by cadres at both the zone and collectivity levels. During the week-long workshops, sessions will address the skill requirements which are identified in the survey as being the most problematic. Trainers will also vary the emphasis of the course content to meet local needs. The training sessions will provide minimal theoretical discussions and will concentrate on exercices which give the cadres practical experience in the target skill area.

The evaluation of the workshops will be based on a set of behavioral criteria directly derived from the skills which the cadres are expected to acquire by the end of the workshops. Some possible examples are:

Problem: given a task such as distributing fertilizer to ten villagers, the cadre will draw up a workplan, including the steps required to obtain and distribute the fertilizer, the means of transporting the fertilizer, the bureaucratic clearances required, cooperation required from colleagues, a schedule for completion of the task, and the quantities of fertilizer or other resources needed for distribution.

Problem: given a list of three types of vehicles at the cadre's disposition for work purposes, the cadre will draw up a plan

for preventive maintenance of these vehicles and means of verifying that the maintenance has been performed.

Problem: list and demonstrate five techniques for promoting villager involvement in group meetings.

Problem: given a specific problem situation, such as decreasing involvement by villagers in an organized group activity, the cadre will design a very simple data gathering instrument to obtain the information necessary for planning a response to the problem.

Problem: given a list of ten related tasks, the cadre will rank order them according to their priority.

Follow-up observation and discussion with a supervisor should provide additional information ragarding the impact of the training. Follow-on evaluation efforts also will focus on the degree to which tasks for which these cadres are being trained do, in fact, improve the quality of services delivered to the ultimate beneficiary.

ii. Participant Training for Development Cadres

Participant training will be provided for 11 high-level development cadres. These will be either personnel from the CPA, TAC or DTO who will be released from training or other personnel units and will be prepared for TAC and DTO positions. These personnel will receive degree-training or its equivalent in the area of management and manpower analysis. The objective of this training is to provide key individuals with skills necessary to continue in directions initiated by the project at the high levels of the GOZ. As expressed by a GOZ planning official, the ultimate success of the

project depends on the extent to which it "penetrates" key decision makers. Participant training in management and manpower development analysis for key GOZ officials should contribute to the establishment of a favorable environment for project extension beyond the funding provided by AID.

English language training for participants selected for training in the U.S. or an Anglophone African country will be an ancillary in-country training activity administered by the DTO. Training will be provided principally by the Zaire-American Language Institute in Kinshasa.

2.25 Training of GOZ Trainers

The training of trainers (TOT) is distinguished conceptually from the training of development cadres if the individuals being trained 1) have professional training roles prior to their training; and 2) have been selected as potential trainers in project activities. As in the training of development cadres, two types of TOT activities have been proposed.

i. In-country Training of Trainers

The key training of trainers (TOT) activity which occurs in Zaire concerns the preparation of training events. Before any TOT activity, a one or two-week workshop will be held for the trainers who have been selected to deliver the training. The DTO will be responsible for organizing this TOT workshop in collaboration with appropriate technical assistance support. The objectives of the workshop will be:

1) Orientation to the goals and purposes of the project, the target population selected for training, and the information gathering and data analysis processes;

2) the development of a curriculum based on the recommendations produced by the high-level decision makers and field technicians;
3) the development of materials for training;
4) the development of an active, participate adult learning pedagogy for training;
5) skill practice in various training techniques;
6) development of an evaluation design; and
7) building a cohesive team of trainers (in cases where trainers have not worked together previously).

During Phase I, there will be at least one two-week TOT workshop to prepare for the local development cadre management training. Additional workshops will be conducted for training teams during Phase II. For illustrative purposes, at least three one or two-week TOT workshops for Phase II could be projected.

ii. Participant Training for Trainers

Participant training for trainers will be short term in Phase I. This may take place in third country institutions such as the Pan African Institute for Development (PAID) in Cameroon. The length of the training is from six to twelve weeks and will be designed to improve the training skills and upgrade substantive knowledge of the trainers. This short term training is especially geared to Francophone African administration and offers a wide array of skills not only in training but in data gathering, problem solving and evaluation. Upon their return, additional trainers can be released for both short and long term training, most likely to occur in Phase II.

AID's inputs to the training of development cadres and of TOT will be in technical assistance and participant training.

The largest block of training in Phase I will be for the 500 development cadres. The Center for Administrative Training (CPA), which is affiliated with the National University of Zaire, will be the Zairian agency expected to carry out this training. A feasibility training program has been initiated with CPA under funding from AID/W. (AMDP regional funds.) CPA will be assisted by an experienced management training organization -- possibly PAID which has done creditable work previously in Zaire under AMDP also. (Estimated costs: $270,000). Provision has been made for a number of additional contractors to do management training and TOT. These will be sought under the less than $100,000 waiver per contractor. (Estimated costs: $200,000).

Provisions have been made as well for 9 py of long term participant training for high level cadres, probably members either in, or to be assigned to, the TAC and DTO. They will receive degree training or its equivalent in management and policy planning. Short term training consists of 12 pm for trainers to go to PAID, or another third country institution. (Estimated costs: $150,000).

PHASE II

2.26 A General Frame of Reference for a Training Plan

The Training Plan (TP) will be comprehensive in scope and should include project management training requirements in the priority sectors for agriculture and transport. Indeed these requirements may include more than those needed to specify training in Phase II. However, in order for the project to continue to Phase II, it must identify the following programming issues:

1) Areas designated for training;
2) tasks appropriate to these areas as well as the skills necessary to complete the tasks;
3) training curricula;
4) number of personnel to be trained along with necessary qualifications;
5) cost of the training programs; and
6) equipment, facilities and instructors (and their costs) necessary to implement the training program.

The development of this plan will be a continuous process. It will require close cooperation between GOZ training, information and evaluation specialists in the DTO with the long-term training specialists and the short-term consultants all of whom are responsible for producing the TP. They will gather, analyze and re-analyze data systematically in the light of new data and the success or failure of on-going training activities. Villagers will participate in the gathering of data through field surveys, while high level decision makers in the TAC will participate when drafts of the TP are presented to them for review.

The collection and analysis of data will include six steps:

1) Field technicians contribute their own recommendations;
2) on the basis of the recommendations from the two sources -- villagers surveyed and field technicians -- the DTO and short term consultants will design the TP;
3) the DTO evaluation specialist will conduct evaluations of training activities once the TP begins to be implemented. Data from the evaluations then are fed into the planning process of future training activities;
4) the TAC determines a priority sector where training is needed;
5) the DTO, in collaboration with short term consultants, designs a survey for determining the skills needed and then the consultants conduct the survey; and
6) the TAC and other high level decision makers review the survey findings. They then communicate their conclusions and recommendations for training activities to field technicians who are in direct contact with the target population.

AID's input to the formulation of the TP will be through short term consultants who specialize in survey analysis and manpower planning. They will consult with the DTO and make visits to the field during Phase I. They also will work in collaboration with DTO specialists and the long-term training specialist.

2.27 Training Zairian Cadres in Phase II

Because of the uncertainty of training prospects in Zaire, the limited capacity of the GOZ to conduct training, and the recent acceptante of training as an adjunct to rural development project, outputs for Phase II deliberately have been articulated in a generalized manner. As stated above, outputs will be specified after satisfactory completion of those in Phase I and the formulation of an acceptable training plan.

Essentially, the type and magnitude of Phase I outputs and inputs will continue in Phase II.

A. Management System for Training

Provision is made for 10 pm of short-term technical assistance to collaborate with the TAC and DTO personnel to continue the planning and training begun in Phase I. (Estimated costs: $71,000). In addition 10 py of additional participant training is provided for high- and mid-level cadres in the PLAN within the fields of manpower and policy planning. (Estimated costs: $150,000).

B. Training Plan

Hopefully this will be implemented by the Management System for Training. No additional inputs are provided.

C. Development Cadres

It is expected that the Training Plan will specify priority activities in the sectors of agriculture and transport. (See Annex 7 for illustrative examples). It is anticipated that up to 1,000 local cadres will receive training, and that strengthened GOZ capacity for training as a result of Phase I activities can meet these needs. However, provision is made for 10 pm in short term technical assistance to collaborate with GOZ training agencies in agriculture and transport. (Estimated costs: $70,000). In addition provision is made for both administrative and technical training 24 py of long term participant training (Estimated costs: $360,000).

D. Training of Trainers

As training needs grow in Phase II, the GOZ will need to increase its supply of trainers. 10 py of long term training for this is provided (Estimated costs: $150,000). In addition, 10 pm of short term technical assistance will be provided to collaborate with agricultural trainers (Estimated costs: $70,000).

PART III:

PROJECT ANALYSES

3.1 Economic Feasibility

Phase I should provide enough information and experience to determine whether the cost of the management training system and the training activities is worth the continued investment of GOZ and AID funds. A precise determination cannot be made because it is difficult, if not impossible, to measure the economic benefits of trainees' impact on development operations after their participation in one or more training sessions. One can assume, however, that unless appropriate training overcomes knowledge, skill and attitudinal deficiencies of development cadres, most any development operation will falter or fail. One can further assume that most any modestly budgeted training activity will be worthy of this investment.

Sufficient comparative experience does exist, however, to suggest that the estimated costs of the proposed projects are more economical than those of other approaches. A least two of these approaches have been rejected: (1) reliance upon the expensive services of long-term, resident expatriate technical assistance, which in the part has done little to build up host country capacity to continue the technical input once the project is terminated; and (2) equally expensive buildup of host country institutions, which often falter once the expatriate technical assistance leaves the country.

One appropriate analysis here would be that of "least cost". That is, one compares the unit costs of trainees incurred under the project with the costs incurred through use of other training strategies, usually which take place outside the country. Obviously, to the extent that project costs are favorable without seriously undercutting unquantifiable benefits, then the project is preferred to alternatives.

Without calculating in detail expenditures of the above two alternatives, assuming their total cost would be the same as the proposed project,

it is questionable whether each would yield efficiently and effectively the four outputs listed in the proposed project. A technical assistance emphasis would probably not strengthen GOZ capacity to identify, manage and evaluate training programs, even though a number of Zairians would be trained. And an institutional building emphasis would probably not train an adequate number of cadres during LOP to impact upon administrative, road and agricultural development, even through GOZ training capacity had been strengthened.

A third and simplistic, though efficient, alternative might be to train 1500 low level officials in the US for an average of one month training each. Stateside per diem, air travel, inflationary and contingency costs would probably total $9,7 million - approximately that of the proposed project.[1] While this alternative may provide systematic and thorough training for the cadres, it overlooks the other outputs: training of trainers, formulating a training plan, and strengthening GOZ capacity to train. In addition an exclusive US participant training approach probably does not adapt training content to Zairian realities.

Given these formidable realities, it is argued, not proven, that the varied outputs put forth in this project will effectively achieve the twin purpose of selected training and strengthening training capacity.

(1) $2,500 per diem and $1,500 air travel per trainee would total $3,75 million in foreign exchange and $2,25 million local currency (air fare paid in Zaire). Contingency/inflantionary costs raise foreign exchange to $4,9 million and local currency to $4,8 - total of $9,7 million.

3.2 Social Soundness Analysis

This analytical section describes the profile of the direct and indirect beneficiaries and attemps to indicate the linkages between them. Several of the examples presented will suggest that the project can strengthen the linkages and can contribute to the improvement of the quality of life of the rural poor. The project believes that the effect of the training program on the development cadres will involve the farming family with beneficial results for development.

3.21 Beneficiaries

The direct beneficiaries are administrative and technical personnel at the zone (mid) and collective (low) levels. The zone is the lowest administrative unit which is directly tied to the State through the Ministry of Territorial Administration. The zone and the collective function within a structure that has remained essentially the same since Colonial times -- a centralized decision making bureaucracy with decisions and information flow moving solely in a top-down direction. A commissaire heads the zone, administering the cadres at this level, is a Presidential appointee with an administrative staff, and is responsible for maintaining order and promoting development within the zone. Assisting him are an agronomist, doctor, vetenarian, engineer, and forester -- all with their respective staff.

Below the zone, and in direct contact with the villagers, is the collective (collectivité). Under the administrative reform of 1978, which encouraged decentralization at the lowest administrative level, the collective has a degree of autonomy and maintains its own budget -- the revenues of which are drawn from local taxes. The size of the collective varies form 15,000 to over 100,00 inhabitants depending on the region and the sociocultural structure of the respective villages.

A chef heads the collective and has analogous technicians to those of the zone commissaire, though with very limited, if any, support staff. However, in a typical zone, agriculture, health and forestry personnel may have a handful of subordinates to serve as extension agents in the collective. Usually personnel at this level are in physical proximity to the villagers with their quarters and housing set in or near the settlements.

It is not only impossible but also unwise to draw up a profile of the farmer and his village in a country so ethnically and ecologically varied as Zaire. What follows is unwisely impossible.

Common agricultural features are the practice of slash-and-burn agriculture, with the woman providing a large share of the labor in planting and harvesting the fields, usually of manioc, corn, vegetables and groundnuts, and of one or two hectares in size. Village settlements vary in size, with usually two or more village leaders who in effect are the intermediaries between the collective staff and the villagers themselves. In a collective visited in Bas-Zaire, one of the selected areas where this project intervens, the extreme poverty of the area was easily discernible, continuous slash-and-burn practices has leeched the soil of its nutrients and left a sandy cover or exposed laterite clay. Therefore, villagers have to walk 4-5 kilometers from their villages to areas where they could farm adequately. This has imposed considerable daily hardship during the farming season, not to speak of the difficulty of transporting crops to the market.

These are the direct and indirect beneficiaries of the project, with the former to be trained in a variety of management and technical skills and orientations so that they can implement projects more effectively for the latter. A visual representation follows.

ADMINISTRATIVE STRUCTURE
for
RURAL AREAS

COMMISSAIRE

Zone Level

Agronomist Staff	Doctor Staff	Veterinarian Staff	Forester Staff	Engineer Staff

CHEF

Collective Level

Agriculturalist and staff of Extenstion Agents	Nurse and Helpers	Aides	Agent	Agent and local road builders

VILLAGE LEADERS
Representing
groups of villages

Village Level

V I L L A G E S

3.22 Participation

The point of contact between the GOZ and the villages is at the collective level, with zone level personnel supervising their respective counterparts in the collective. Key development agents have extension staff who are expected to meet regularly with villagers in their respective technical capacities. More important, these agents meet directly in periodic meetings with the village leaders convened by the collectivité Chef. The purpose is for village leaders to voice their concerns and request appropriate advice, assistance, or material.

Examples of how the project can build upon these contacts are: 1) the gathering of baseline data for the development of training curricula and for the Training Plan involves the participation of the villagers. This agenda relates to social, economic and administrative patterns and concerns that are felt intensely by the villagers. Especially important are the questions on farming, home life, family care, nutrition, and village industry all of which activities directly involve the women. 2) A problem, if articulated by a few of the officials, could be addressed through training methods, i.e., the need to mobilize human talent on a group basis to overcome difficulties that individuals cannot handle. For example, the formation of a transport cooperative whereby villagers evacuate their crops to the market more cheaply than by paying the merchant when he comes to pick up their individual crops in rural areas.

The development data bank's information system in the DTO will identify more specific needs and indicate appropriate training for the development cadres in order to involve villagers more directly in development activities.

3.23 Spread Effect

This project initially intevenes in four different regions of Zaire: 1) Kinshasa/Bas-Zaire; 2)Equateur/Bandundu; 3) Kasaï/Shaba; and 4) Haut-Zaïre/ Kivu. Despite its pilot nature,the training will take place under a variety of conditions. In the description of the duties of the DTO, it was noted that the U.S. training specialist and his counterparts in the DTO will observe, monitor and assess the training as well as the job effectiveness of managers after training in the field. They, then, will identify those training techniques that appear to contribute to successful job performance.

As the number of trained personnel increases, and as they are assigned to positions throughout the country, they will begin to have an increasing impact on agriculture, transport, and development in general. The insights and experience they gain on the job will be shared in Phase II short-term seminars, workshops, and training sessions to be conducted in other parts of the country. They will include technical training as well. Therefore, it is expected that project benefits will spread to other areas.

This project also attempts to promote the spread of knowledge, skills, and orientation vital for development by pre-empting "social credentialing." Often training programs reward the recipient with a title, advancement or certificate, thus legitimizing the social distance that already exists between the credentialed agent and the illiterate farmer. The emphasis here is upon acquiring skills to be applied rather than titles or positions to be attained. The reward still can be a promotion for an individual cadre, but the implication is that it will be achieved, not ascribed. Much of this, of course, depends upon the efficacy of the Mobutu Plan to reinforce the "awareness to manage operations and property" which the President of Zaire has reiterated numerous times.

3.24 Women

It would be naive to assert that the project will directly and dramatically improve the status of women both as direct and indirect beneficiaries? The vast majority of development cadres are men, and overall, there are few women in either mid-level or high positions in the public and private sectors capable of even serving as models for other women to emulate. It is worth noting that donor organizations cannot serve as models either. Women who work do so primarily as secretaries, teachers and technicians. There are, however, some opportunities, especially during Phase II, where this project can make an impact on the status of women in development.

The training plan will provide for recruitment of women into appropriate training programs. The USAID/HR officer will monitor this when he reviews the background data (Section II -- Training Plan) of the TP. Two areas which can be mentioned for illustrative purposes are agricultural extension and health. Training in these areas will be designed to impact effectively on village women, particularly in the areas of food production, processing and consumption as well as family/child care.

As indirect beneficiaries, the farming woman will benefit from training projects begun in Phase I. She is often responsible for food production and marketing, and her marketing radius is defined by the distance she can walk with a load of grain on her in half a day. Naturally those closer to roads have greater opportunity for cash. Therefore, the spread of feeder roads is likely to have a direct effect on the woman producer; and it is the administrator, engineer, and road-worker, equipped with proper managerial skills, who can implement these feeder roads in a more efficient manner. In addition as more women enter government service, they will participate in greater numbers in appropriate training program in the near future.

3.3 Technical Feasibility

The project's training approach and methodology is focused on the reinforcement of Zaire's limited national rural development system. It is, at the present time, an almost non-functioning system. Since improved work performance is the objective of all the training activities, experience-based "learning by doing" or "participatory" learning will be applied in the training program.

Training must be experiential in order to provide trainees with coping mechanics for better management of rural development programs. An in-service management training effort must be aimed at immediate change. And this will be done by maximizing the participation of the trainees during the workshops. While theories, principles and lectures are necessary content material for the curricula, the "tools" of rural development management must be provided so that the trainee can practice using them while in the workshop. This is a practicum applied with human relations guidance. For every hour of lecture, there must be a least three hours provided for the trainee to practice using the theories and principles of rural development. There will be a wide use of management games and exercises, role-playing, case studies, individual planning and group discussions. This project assumes that transfer of learning is best achieved by doing that which is learned.

Feedback from the trainees' work experience after each session of training will enable the trainers to judge how appropriate and effective their training will have been in improving work performances. In instances where trainees participate in a series of learning sessions, the trainers can continually improve the design for instruction and skills performances. Feedback also will help the trainers to improve the content and format of sessions as they refine and execute the same topics with different groups of trainees.

The link between training and future work roles, the use of problem solving and experience-based learning, and the post-training feedback utilization will also be applicable for training programs conducted in the U.S. and other African countries. Both short- and long-term training outside of Zaire will be based on the needs for the beneficiaries' work skills at home. Additionally, most beneficiaries who receive the offshore training will be selected through their participation in one or more of the incountry training sessions. All others will have at least participated in one of the project's consultative training activities to achieve competency in identifying priorty needs in development skills.

Zairian trainers who work in this project will have to master the participatory approach and the design of experience-based learning activities. One of the chief tasks of the expatriate consultant/ trainers will be to help any new group of Zairian trainers to absorb the experience-based approach well enough to execute the various training programs.

Apart from the viability of the training methodology, the project's proposed in-country training activities will be effective to the extent that the content meets priority skills and information needs. Also, the availability of some competent professional peer models among Zairian trainers will be important. In the absence of Zairians to serve as models, expatriate trainer/consultants will function as such until Zairian counterparts can be trained as role models.

One of the net effects of this training is to sharpen the awareness that gaps do exist in the integration for total effectiveness of the technology system of research, training and extension. The basic components are generally in place and have a high potential for impacting favorably on agricultural development. Therefore, the training of manpower in certain disciplines as

set forth in the project paper is intended to improve the overall integration of components and to strengthen the linkages with essential entities involved in the decentralization process. Some linkages with villages already exist in the form of extension, seed supply, and marketing. Overcoming some of the major manpower constraints together with the project support of a functioning coordination mechanism promises greater linkage with the village and other sub-ststems involved in agriculture and the rural development process.

Finally, wherever training information materials are not available locally for a training program, these will be supplied by the individual contractors until the project can develop its own training content and information resources.

3.4 Environmental Concerns

A training project of this type involves very little disturbance of the physical environment or consumption/utilization of physical resources. On the other hand it will have very positive effect on the kinds of plans its beneficiaries make for the utilization of the environment for agriculture production. The economic ideas that develop in the minds of trainees will be founded on new insights into the long-term benefits of increasing agricultural production and providing for basic human needs in a way that preserves or enhances the quality of the physical and socio-economic environment.

In instances where the utilization aspects of the transformation of the physical environment for agricultural production and socio-economic purposes (e.g. the planning, development and maintenance of farm-to-market roads) are the content of training activities, the wisdom of devising technical solutions to construction and maintenance problems that sustain or enhance the environment will be uppermost in the minds of the trainers.

A preoccupation with the environmental consequences of training Zairians to contribute to the "recovery program" and long-term priority development projects will be a given for all trainers and policy-makers involved in the project.

See Annex 6 for the formal IEE presentation and negative determination.

4. Financial Plan

4 1 Projects Costs

The total cost of the project over its four-year life is estimated at $6.3 million. The US contribution which will be grant funded by AID is approximately $2,5 million, or 40% of the total cost. The GOZ contribution, initially drawn entirely from the local currency counterpart funds generated under PL 480 Title I agreements, is estimated at 3.8 million* or 60% of the total cost.

AID's contribution to the total project cost includes approximately $1,0 million to supply 112 person/months of services by short-term and long-term technical assistance, $0,2 million for an average of 12 months training in the US for GOZ cadres, $0,6 million for an average of four months training in other African countries for 40 participants and $0,1 million for commodities (vehicles, equipment, etc.), for training operations, logistics, project management and coordination.

Other operating costs to be supported by AID are estimated at $0,6 million. They include a contingency allowance of 10% and an inflation factor of 12% compounded annually and calculated at $0,4 million.

GOZ's contribution of an amount equivalent to $3.8 million will pay for recurrent and non-recurrent local costs. It includes $1.23 million to cover expenses for in-country training support (per diem, air travel, local transportation and incidental training expenses), $.26 million for the global compensation of members of the DTO and its secretarial/service personnel; $.05 million for international travel to US and other African countries by project participants, plus $.15 million for training facilities, expendable office

*Calculated at the rate: $1 = 3 Zaires

supplies and other project related costs. In addition GOZ will support an expense of .21 million representing a contingency allowance of 10% ($.15 million) and an inflation factor of 50% compounded annually, calculated at $1.9 million.

SUMMARY COST ESTIMATE AND
FINANCIAL PLAN FOR TOTAL PROJECT
(US $000)

SOURCE	AID-GRANT		HOST COUNTRY		TOTAL
	FX	LC	FX	LC	
USE					
Technical Assistance	1,123	-	-	-	1,123
Participant Training	808	-	-	61.6	869.6
In-Country Training	-	-	-	1,210	1,210
Participant Salaries/ Project Studies	-	-	-	238	238
Commodities/Other Expenses	46			169	215
Contingency	197			168	365
Inflation Factor	370			1,909	2,279
	2,544			3,755.6	6,299.6

DETAILED FINANCIAL ESTIMATE
(US $ 000)

AID CONTRIBUTION	PHASE I (FY'80-81)	PHASE II (FY'82-83)	LOP (FY ' 83)
Technical Assistance	912	211	1123
1 long term US Training Specialist (2py)	(242)	(71)	(313)
1 Management Training Contractor	(270)	(70)	(340)
Short term consultants for Manpower Planning and training of trainers	(400)	(70)	(470)
Participant Training	150	658	808
Commodities	46	000	77
Contingency (10%)	110	87	198
Inflation (12%)	117	253	338
TOTAL	1335	1209	2544
GOZ CONTRIBUTION			
In-country training	614	596	1210
Participant training	----	62	62
Participants' salaries	119	119	238
Commodities/Facilities	---	169	169
Contingency	73	95	168
Inflation	645	1263	1908
TOTAL	1451	2304	3755

TOTAL COST OF PROJECT 9861

PROJECTION OF EXPENDITURES BY FISCAL YEAR (US $000)

FISCAL YEAR	AID (GRANTS)	HOST COUNTRY	TOTAL
1980	495	205	700
1981	613	528	1141
1982	787	692	1479
1983	82	254	336
Contingency 10%	197	1,908	2,278
Inflation: AID 12% 80%	370	3,755	6,299
TOTAL	2,544		

COSTING OF PROJECT OUTPUTS/INPUTS (US $000)

PROJECT INPUTS	PROJECT OUTPUTS (*)				TOTAL
	#1	#2	#3	#4	
AID CONTRIBUTION	566	334	582	1,062	2,544
HOST COUNTRY	2,672	427	512	138	3,756
	3,238	761	1,101	1,200	6,300

(*) OUTPUTS (costs include inflation)

1. 1,500 Zairians local officials trained
2. Management System for Training (AC and DTO)
3. Phase II Training Plan (and related needs studies)
4. 40 participants trained in US and third African countries.

4.2 Post-Project Recurrent Costs

All local costs for the first 12 months of the project will be borne by payment from counterpart funds. For the second 12 months of the project, the GOZ will assume responsibility for payment of 25% of these costs from its annual budget. If the project is continued beyond Phase I, the GOZ would assume responsibility for payment of 50% of the local costs for the third 12 months following implementation of the project and 75% during the fourth and final year. One of the conditions for the continuation of AID's contribution to the project Phase I would be that the GOZ assume responsibility for payment of 100% of the local recurrent costs for any period beyond 18 months after implementation of the project.

For sake of illustration, it could be assumed that FY 1983's recurrent costs would be typical for the project if it continues beyond Phase i. It could also be assumed that three years after the project's implementation the TAC and the DTO would no longer need the assistance of expatriate consultants for the accomplishment of their regular work. Their self-sufficiency in this respect would eliminate the foreign exchange costs for regular consultant services. Limiting the project's FY 1983 recurrent costs paid by the GOZ to local currency payments to support the work of the DTO Office, and excluding costs for training activities, the annual post-project recurrent costs to the GOZ for a program in priority manpower training for a theoretical FY 1984 could be calculated by inflating the FY 1983 recurrent costs by 50% compounded annually. Estimated post-project annual recurrent costs to be paid by the GOZ calculated in this fashion would amount to the equivalent of $1,608.331.

The pattern of the progressive build-up to full assumption of the project's recurrent costs, at present cost estimate levels, is presented below. If counterpart funds are included in GOZ global

budget limitations (as recognized by the IMF) before the twelfth month of the project, and are so included in succeeding years, then the pattern of progressive assumption of recurrent costs by the GOZ would not be an issue.

PROJECTION ON PATTERN OF THE PROGRESSIVE ASSUMPTION BY GOZ OF RECURRENT COSTS FOR PROJECT
($)

Year:					
Uninflated Recurrent Costs for sample 12 month period:	317,225	317,225	317,225	317,225	317,225
Inflation factor at 50%	1.00	1.50	2.25	3.38	5.07
Inflated totals:	317,225	475,838	713,756	1,072,221	1,608,331
Pattern of Recurrent Cost increase to be assumed by GOZ:	0%	25%	50%	75%	100%
	-0-	118,960	356,878	1,072,221	1,608,331

4.3 Post-Project Foreign Exchange Costs

If the project is continued beyond it initial four years post-project foreign exchange costs would depend on several factors: (a) whether or not the life of the project will be extended beyond its present total of four years; (b) whether or not the volume of training activities will be increased; (c) whether or not Zairian trainers will benefit sufficiently from experience in the project to

reduce the number of expatriate trainers required; and (d) whether or not the need for training outside of Zaire, with its unavoidable foreign exchange costs, can be reduced in terms of certain priority skills.

If the projects is successful, then it is likely that its effect on the above factors would result in a progressive reduction of dependency on inputs that incur the expenditures of foreign exchange for training in priority areas and skills over the first ten years following the project. It is not possible to estimate these costs at this time. However, without a progressive reduction of technical assistance inputs that incur foreign exchange costs, a total of approximately $18 million would be required to support training activities for an additional ten years at the level that has been projected for them if FY 1981.

Foreign exchange payments would also be needed during the ten years following the project to replace vehicles for the Project Management Office and for in-country training activities. The estimated cost for purchasing two small cars and a small bus approximately five years after the end of the project is $116,160.

All foreign exchange costs for training and commodities probably would have to be subsidized by donor organizations.

4.4 Budgetary Limitations

Annual expenditures by the GOZ are theoretically controlled by IMF accords (Standby Agreement) concerning the size of budgetary deficits. Annual expenditures reflected in the "Budget National" are artifically depressed, however, because the GOZ routinuely expends large amounts of funds from sources which are not included in the national budget calculations. Unrecorded receipts include a wide range of taxes, commodity fees, lease agreements (such as OTRAG), revenues from diamond sales,as well as U.S. Counterpart Funds. The PL 480

title I Counterpart Funds amounted to 53.5 million zaires in FY 1979, and should be approximately 50 million zaires in FY 1980. At issue is whether Counterpart Funds, which will be used to finance the GOZ contribution to the project, should be included as part of the National Budget and whether salaries of the DTO training staff will be inscribed as part of the National BUdget apart from the counterpart funds.

USAID feels it is important that the GOZ begin including counterpart fund expenditures in the calculation of the National Budget. Inclusion now would portray a more realistic picture of the actual GOZ deficit, which could conceivably lessen inflationary pressures, and would prevent a possible disruption of financial support if IMF mandated inclusion midway thru the project life cycle. Consideration of all sources of revenues without expanding the allowable deficit level would result in a curtailment of GOZ expenditures.

USAID's real preference, however, is that the National Buget, as distinquished from the Counterpart Funds, gradually absorb responsibility for all local recurring cost - not just salaries. Inclusion of the project expenditures in the "regular" budget would begin to demonstrate a genuine commitment of the GOZ to the project.

5. Implementation Arrangements

5.1 Project Administration

A review of the accompanying Figure indicates that there are three groups of participants who will implement this project for the beneficiaries - (1) GOZ Agencies; (2) Contractors; and (3) AID. Each will be discussed in terms of their responsibilities and relations with the other participants.

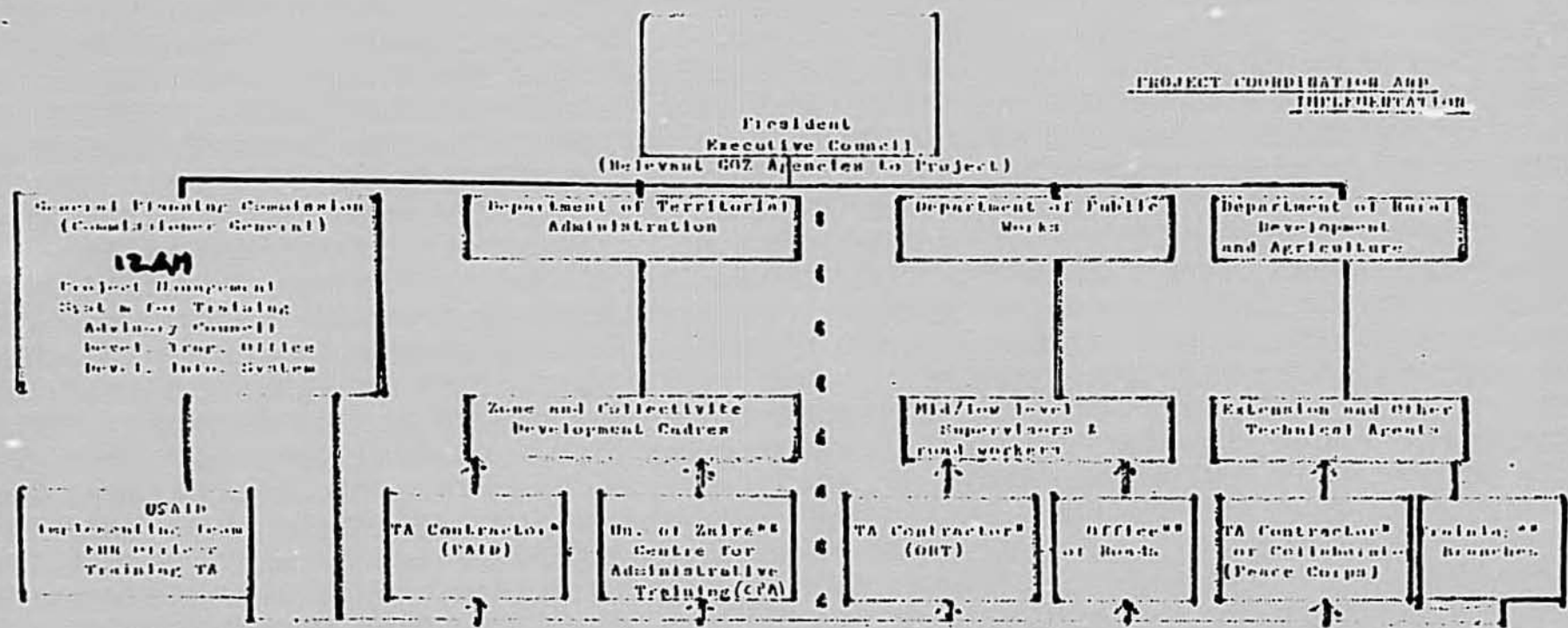
5.11 GOZ Agencies

A. Executive Council - the President's Cabinet - oversees GOZ's budgetary and policy comtiments to the project; hence it assures inter-departmental cooperation in the execution of the project's activities.

B. General Commissariat for Planning (PLAN) is the overall implementing agency, and through its operational entity of IZAM, it will:

1) implement the PLAN's policy and budgetary directives for the project;
2) establish the project Management System for Training and release personnel required to operate this system;
3) report and evaluate the progress of the project to the Executive Council;
4) negotiate agreements concerning project support with USAID, and if necessary, other donors, on behalf of the executive council.

The PLAN has multi-sectoral concerns and future-oriented responsibilities that makes it an ideal branch of government in which to establish a Management System for Training. In addition the promulgation of the "Mobutu Recovery Plan" has strengthened its role vis-à-vis other government agencies.



Lines of GOZ Administrative Control

Lines of project administration and implementation to support training

Lines of training for direct beneficiaries

Phase I

Phase II

*AID contracted as collaborating Training Agency to train & strengthen GOZ capacity for training. () lead or possible agency.

** GOZ Training Agency responsible to direct beneficiaries.

Phase II

C. The Management System for Training is the main implementing GOZ agency for the project. Its duties have been described by component in Part II above, and can be summarized:

(i) Technical Advisory Council (TAC): Sets policy guidelines regarding training needs and activities, participant training, and evaluation. This body recommends to the Exective Council whether the project should continue from Phase I to Phase II.

(ii) Development Training Office (DTO): Coordinates training activities in-country and abroad with GOZ agencies, contracts and USAID. Through the Development Information System (DIS) it also provides data on training needs and activities to the TAC and formulates the Training Plan for approval from TAC.

D. GOZ Departments: Those which address priority needs in the Mobutu Plan (eg Agriculture, Transportation, Administration, Health, etc.) are potential cooperating agencies vith the Plan. However for Phase I, only the Department of Territorial Administration will supply the 480 development cadres and offer the services of its main training agency - the Center for Administrative Training - to collaborate with a contractor to do the job. For Phase II it is expected that the Office of Roads in the Department of Public Works and Training Branches in the Department of Agriculture will be the bases for training in these two sectors.

The responsibilities of these three training agencies are to:

1) implement training and data gathering with assistance from the TA contractor and guidance from the DTO;

2) provide participants for in-country short term training and US Third country short and long-term training;
3) provide data and information on training to the DTO;
4) cooperate with the DTO in the provision of logistical support and evaluation of training; and
5) communicate with USAID regarding the implementation of training as well as the strengths and weaknesses of participating contracts.

In addition, high level decision-makers in all major Departments will communicate their requests for training to the TAC in order to specify training needs by sector in the Comprehensive Plan.

5.12 GOZ Implementing Capability - While one of the projet's proposes is to strengthen GOZ training capability, it also does have the resources to implement the discrete activities in Phase I.

The Minister of PLAN will be the Chairman of the TAC. In addition he has designated key members in the TAC and DTO, all of whom will be in place along with the remaining members soon after the ProAG is signed. Also PLAN officials state that requests for training have already been received from the Office of Territorial Administration, Office des Routes and other Ministries; and they foresee no serious difficulty finding candidates for short-term in-country training as well as short and long term training abroad.

The main GOZ training agency is the Center for Administrative Training (CPA). Technically, this is the "Center for In-Service Training", or Centre de Perfectionnement d'Administration. While the CPA is a unit of the National University fo Zaire, it conducts practical administrative training for government officials at all levels. AID has worked with the CPA before through AMDP funds. The CPA is based in Kinshasa, but has

branches in other parts of the country, and these will constitute the training bases for the training of 480 cadres in 5 different workshops. The CPA has developed a curriculum and program of training techniques; and it has already laid out a provisional survey to collect baseline data for the training sessions. The Management Training contractor will collaborate with the CPA to refine this survey, improve its curriculum and instructional techniques, and to design, implement and evaluate the 5 workshops.

5.13 Contractors

Broadly the contractors' responsibilities are:

1) to share with the GOZ trainers the implementation of discrete training activities;
2) to offer guidance to GOZ training agencies on techniques of planning, conducting and evaluating activites; and
3) to insure that information from these activities is channeled back to the Development Training Office through the DEVELOPMENT DATA BANK.

Most likely, as noted in Section 2. 25 ii of this PP, PAID will be the contractor for Phase I activities in Management Training, but it will have to go through competitive bidding like other contractors, it is expected that a series of short term assignements to the Center for Administrative Training will be sufficient for Phase I. In addition PAID or contractor - will offer 12 months of short term training is a third country.

Provision is made for additional Phase I contractors, probably procured under the less than $100,000 per contractor waiver, for increased Management training or pilot training in other sectors. While examples of Phase II contractors, or collaborators, have been noted above, the precise arrangements specified in the training plan will help identify contractors and conditions under which they will be procurred.

The African Manpower Development Project (AMDP) is a complementary resource for additional contractors. FY 79 funds have made it possible to arrange with the Center for Administrative Training to organize a modest trial-run of the training approach that is proposed within the project to improve conditions for the execution of rural development programs by local administrative services, especially with respect to food production by small farmers. Another FY 79 AMDP activity that complements the project is a 7-month in-service training program to train a small group of mid-level staff of the GOZ Department of Rural Development as trainers/animateurs.

Also, USAID and GOZ will look at the African Manpower Development Project (AMDP) as a source of support for special cases that require long-term training, particularly at the Master's degree level. On behalf of the GOZ Executive Council, the DTO will cooperate with USAID in the annual preparation of a country Training Plan (CTP) for consideration by the Regional Office of the AID/W Africa Bureau that administers the AMDP. Funding from the AMDP would not necessarily be limited to support of long-term training. It could also support other types of priority training for which this project might not have sufficient funds.

The African Graduate Fellowship Program (AFRGRAD II) is another training resource funded by AMDP that can be drawn upon to contribute to the goal of this project. AFGRAD II Program can be determined annually by the AC for this project. However, the selection of candidates from all African countries is ultimately decided on the basis of an academic competition. Despite its more competitive nature, AFGRAD II will be a valuable complementary training resource for the project.

In order to link training provided through AMDP to Zaire more closely to the purpose and goal of the project, data on AMDP training activities and their results will be collected systematically and stored in the project's DEVELOPMENT DATA BANK system.

5.14 USAID

USAID will act on behalf of the US Government in negotiating agreements concerning the project, in supplying US financial and technical assistance and in monitoring and evaluation its execution. The USAID HRD officer will be responsible for managing, monitoring and evaluating the project from US perspective. He will be a member of the Technical Advisor Council and will participate in its decision-making. The contract USAID training specialist in collaboration with the DTO will be responsible for managing, monitoring and evaluating the training of the 500 cadres and any additional ones coming up throughout Phase I. Also he will insure that accurate information is reliably contributed from training sites to the DATA BANK in the DTO -all for the purpose of formulating the training plan.

The HRD Officer will assist DTO with the identification of potential consultants, participants for overseas training, and training institutions or personnel. Services to be provided by the USAID Contracts Officer, Training Officer and Controller's Office will be coordinated by the HRD Officer. During Phase I, USAID and DTO will rely on the services of AID/Washington's DS/IT for the placement and support services for participants who are to be trained in the US. or in Third African countries. The DS/RAD funded DPMC will provide technical assistance in identifying management trainers and management institutions. To the extent possible, contracts for services by non-Zairian individuals and organizations will be negotiated by the USAID Mission, rather than AID/W. USAID will also undertake procurement of all AID financed commodities on behalf of the GOZ.

AID's participation in regular evaluations of the project will be provided from USAID staff. However, provision will be made for possible TDY assistance by a training evaluation specialist from AID/W for the special evaluation that will

take place at the end of Phase I.

5.15 Procurement Plan

A. Responsibility

Procurement of goods and services (local and US) will be undertaken by USAID/Zaire on behalf of the GOZ. Pursuant to A.I.D. Handbook 3, Appendix 5M, the Mission has provided the necessary justification for an exception to host country contracting.

B. Source/Origin

The equipment and commodities list is attached as Annex 2. The authorized source/origin is A.I.D. Goegraphic Code 000 unless specifically waived.

C. Technical Services Procurement

i. Long-term

USAID will request AID/Washington to contract one long-term US training specialist for 2 person years.

ii. Short-term

USAID will request AID/Washington to contract one training institution to carry out training assignments in collaboration with the GOZ administrative training agency (CPA), e.g. USAID will contract all other short term technical assistance. Competitive procurement procedures set forth in AID Handbook 14 will be followed.

D. Purchasing and Financing Procedures

i. Local Procurement - Commodities will be ordered on purchase orders and payment will be by direct reimbursement.

ii. U.S. Procurement - Commodities will be ordered on a PIO/C and financed by a Letter of Committment.

iii. Prior to any order, USAID/Zaire will insure that all commodity procurement is conducted in accordance with AID regulations and using good commercial practices.

5.2 Implementation

A major step has already been taken in PLAN to reorganize the structure of the Zairian Institute of Management (IZAM) to support, coordinate and implement the project. The sponsors of IZAM, UNDP/ILO, have been working closely with PLAN and USAID to develop an organizational entity capable of carrying out rural development training activities.

5.21 Start-Up Activities

Upon approval of this PP, the following will occur:

- the GOZ project director, in the role of DTO, will organize an informal committee of representatives from the Center for Administrative Training and USAID to oversee the implementation of the short-term training initiated under AMDP funds (noted above).

- the Director, with approval from the Minister of Plan, selects the DTO team and prepares facilities for the Office (remodeling, painting, and equipping).

- after the signing of the ProAg, the Director will arrange to receive the first tranche of GOZ funds, make disbursements against them and maintain accounting records through the Financial Officer.

- upon arrival of the US. training specialist, and the training contractor, the Director will supervise training by the Center for Administrative Training and the collection of data in order to begin the formulation of the Training Plan.

5.2. Implementation Plan

DATE	ACTIVITY	RESPONSIBLE
7/80	Project approved	USAID-AID/W
9/80	ProAg signed	USAID-GOZ
10/80	Vehicles, office equipment, other commodities ordered	USAID-AID/W
10/80	TAC and DTO formally established by PLAN	GOZ
12/80	Procurement of training contractor	USAID
1/81	Training Specialist in place at Mission	USAID - AID/W
2/81	Needs Survey for local administrative training begins	DTO,CPA
2/81	Arrangements made for training of 500 cadres	USAID, DTO, contractor,
2/81	Selection of first participants (cadres and trainers) for US-Third country training	DTO, USAID
3/81	Participants enter English language training	USAID
4/81	Data analysis of survey begins in workshops	TAC, GOZ, DTO
5/81	Workshop for training of 500 cadres begins	DTO

DATE	ACTIVITY	RESPONSIBLE
6/81	Results of survey presented to TAC and high officials; initial recommendations made to DTO regarding training programs	TAC, DTO
8/81	Priority areas for comprehensive training plan determined	TAC, DTO
9/81	Final survey for training needs for training Plan drawn	TAC, DTO, USAID, contractor
10/81	First annual evaluation	TAC, USAID, AID/W
10/81	Workshop II for training of 500 cadres begins	DTO
10/81	Equipment/Commodities arrive	USAID
11/81	Begin final survey	DTO
1/82	Begin analysis of final survey	DTO
1/82	Workshop III for training 500 cadres begins	DTO, TAC
3/82	Final survey results presented to TAC	TAC, DTO contractor
3/82	Workshop IV for training of 500 cadres begins	DTO
3/82	Second participants enter English language training	USAID

DATE	ACTIVITY	RESPONSIBLE
5/82	Training plan recommendations made on basis of final survey	TAC, DTO
6/82	Workshop V (final) for training 500 cadres begins	DTO
8/82	Comprehensive training plan completed	TAC, DTO
9/82	Second annual evaluation	TAC, DTO USAID, AID/W
10/82	Pending favorable review of Phase I outputs, Phase II implementation begins	GOZ, USAID

PART VI:

EVALUATION

6. Evaluation

Two types of evaluation are planned for the project: 1) joint-external evaluation which will take place at specific points in time or at specific points in time or at specific points in the life of the project; and 2) formative evaluation which will be an on-going, internal process of corrective action. Both forms of evaluation will be supported by the Development Data Bank's integrated project information system.

6.1 Joint-External Evaluation

6.11 Phase I Evaluation

Due to the importance that the GOZ and AID attached to the project's development in Phase I, a major Joint-External evaluation will take place approximately twenty-four months follwoing the initiation of the project. The purpose of this evaluation will be to make a go/no-go decision at the end of Phase I to decide whether to continue the project on to Phase II or not.

As contributors with investment in the project, the GOZ and AID will aske themselves questions about its cost effectiveness as well as opportunity cost when they make the go/no-go decision. Another question will deal with the adminstrative feasibility of the project. An examination of the comparison between the funds allocated and effort expended during the experimental period as well as the number of training activities implemented and completed that will help GOZ and AID to determine whether or not to continue the project or to invest their support in a more feasible activity with a greater promise of positive impact on Zairian development.

If the project's experimental period demonstrates that implementation of the training activities is feasible, then completed training activities will be

evaluated for their internal effectiveness. In addition to providing information to the GOZ and USAID concerning project continuation from Phase I to Phase II, the cost effectiveness analysis also will provide guidance for the choice of the most effective types and areas of training to emphasize in the future.

The following points are proposed for inclusion in the Phase I evaluation:

1) The extent to which the project is achieving the dual purpose of establishing a training capacity and training the selected number of Zairians;
2) the opportunity cost analysis of the project compared to alternative investments in infrastructure, schooling and health delivery systems;
3) the internal efficiency as judged by the effectiveness of the project's Management Training System;
4) the quality of the training programs for managers and trainers;
5) the quality of the Training Plan;
6) eventual changes in (a) the length of project, (b) the specific targeted areas of training (e.g., agriculture, roads, public administration, etc.), (c) the project budget, and (d) the number and type of beneficiaries, including the proportion of women;
7) the consequences of the project with respect to the specific needs of Zaire's various regions;
8) the suitability of including other donor sources of financial support; and
9) the suitability of combining similar projects with this project.

6.12 Annual Evaluations

The routine annual evaluations, along with the Phase I evaluation, will serve to 1) monitor the functional operations of the project, and 2) measure the project's progress towards achievement of its purpose

and, thereby, determine any modifications that may need to be made in the Project Agreement.

It has been stated above that due to the insufficiency of baseline data, no thorough analysis of social, economic and administrative factors related to the project could be made prior to its implementation. In order for the first annual evaluation to be effective, it is important that baseline data be collected, as is planned, at the outset of the project

Baseline data will be collected on the following aspects of the project:

1) Structure, composition and functioning of TAC;
2) structure, composition and functioning of DTO;
3) function of AID support services responsible for inputs to project implementation;
4) analytical descriptions of problems in administration as the focus of the project's effort during Phase I;
5) analytical description of the first trainees (beneficiaries), including the proportional involvement of women by sector and level of responsibility; and
6) the organization and management of the initial training sessions.

6.13 Final Evaluation

Unless the lifetime of the project is extended, a final evaluation will be held at the end of the project -- four years from the date of project initiation.

6.2 Formative Evaluation

Formative evaluation, by definition, is an on-going process of self-corrective action basic to the internal functioning of the project. In addition to supporting the phasing of the project, it also will support the functions of the TAC and the DTO -- while at the same time producing a continuous flow of information that will assist the GOZ/TAC and USAID to monitor the project in between the Joint-External evaluation sessions.

The manner in which the TAC will function embodies the main features of formative evaluation. The DTO will make day-to-day adjustments in its methods of work, timing operations and assignments of personnel to particular tasks on the basis of the on-going formative evaluation process. Also, staff of the DTO will be able to grow in the analytical, administrative and technical competencies through their participation in the process of formative evaluation.

6.21 Beneficiaries as Evaluators

Each organization or team responsible for a training activity will capitalize on the feedback from trainees both furing and after training. The purpose will be to obtain useful information for making improvements in the training activity as it progresses and also to obtain information on the project's efficiency as well as the relevance of its focus for the TAC.

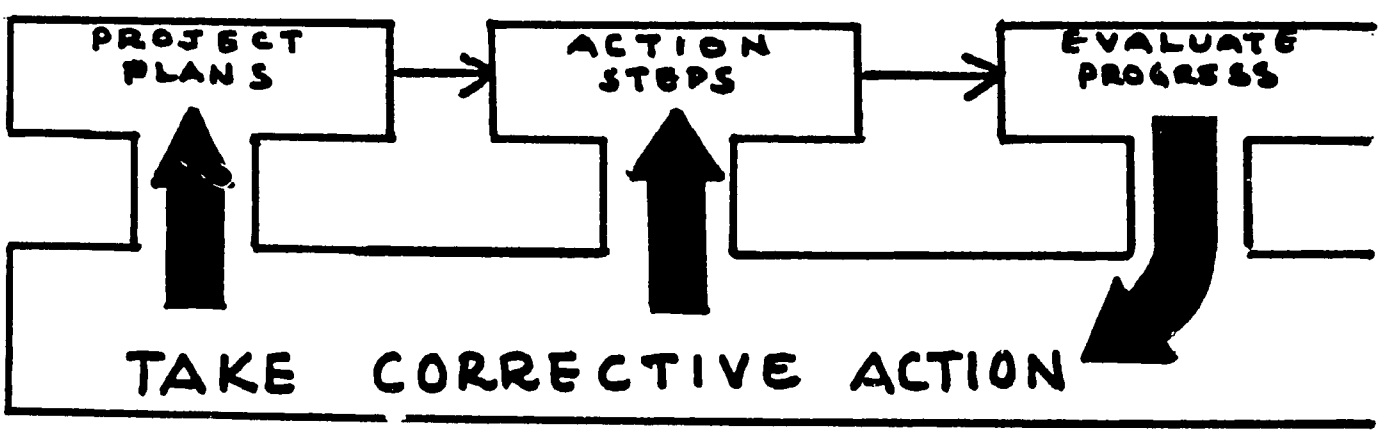
6.22 Formative Evaluation and Efficiency

From the standpoint of functional efficiency, formative evaluation will address the following assessment issues: 1) logistical efficiency of operational services in terms of the DTO and USAID services responsible for financial operations, the negotiation and execution of service contracts, commodity purchases and trainee place and support; 2) functional efficiency of policy determination and program implementation structures in terms of

(a) the extent to which the orientation and priorities of the project's activities can correspond to a consensus of the different interests of the project, including those of the direct beneficiaries, (b) the extent to which those who are touched by the project participate in a concerted effort to sharpen the objectives of the project, and (c) the effective means of communication among those who are involved in the project; 3) efficiency of project orientation in terms of (a) the choice of priority sectors, (b) the choice of critical human resources bottlenecks, and (c) the geographical aspects of project impact; 4) pedagogical efficiency in terms of the (a) methodologies and approaches, (b) modalities of technical assistance, and (c) participation of beneficiaries in evaluation and the design of training activities; 5) efficiency in the choice of beneficiaries (trainees) in terms of the (a) identification of knowledge and skills needs, (b) determination of levels and characteristics of persons who would benefit most from training, (c) determination of roles (job descriptions) for beneficiaries after their training, (d) extent to which future job descriptions envisaged for beneficiaries are realized by them, and (e) impact of the choice of beneficiaries to enhance the contribution of women in development.

FORMATIVE EVALUATION

AN ONGOING SYSTEM



PART VII:

SPECIAL CONDITIONS

7. Special Conditions

7.1 Conditions Precedent

7.11 Disbursement

Prior to any disbursement or the issuance of any commitment documents under the Project Agreement, the GOZ shall furnish in form and substance satisfactory to AID evidence that the Technical Advisory Committee and the Development Training Office, which comprise the management system for training, have been established and are properly staffed.

7.12 Obligation

Prior to the obligation of any funds for Phase II of the Project, USAID shall be satisfied that Phase I activities have met the evaluation criteria agreed upon by the GOZ, and AID and that the training plan for Phase II is mutually acceptable to AID and the GOZ.

7.2 Covenants

The Project Agreement shall contain, in substance, the following covenants and understandings:

(1) the Cooperating Country shall covenant to make project counterpart fund tranches available on a timely basis.

(2) the Cooperating Country shall covenant to exempt commodities imported for the Project from customs duties and to issue "special" visas free of charge to all expatriate technical assistants engaged in the Project.

(3) the Cooperating Country shall covenant to place the receipients of long-term training funded through the Project in positions for which they have been trained.

7.3 Goods and Services

Goods and Services, except for ocean shipping, financed by AID under the Project shall have their source and origin in Zaire and in the United States except as AID may otherwise agree in writing. Ocean shipping financed by AID under the project shall, except as AID may otherwise agree in writing, be financed only on flag vessels of the United States.

ANNEX 1: Logical Framework

AID MISSION TO THE SUPPORT COUNTRY:

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Project Title & Number: _____

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

PAGE 6

NARRATIVE SUMMARY Project Inputs (D.1)	OBJECTIVELY VERIFIABLE INDICATORS Implementation Target (Type and Quantity) (D.2) (In $000)		MEANS OF VERIFICATION (D.3)	IMPORTANT ASSUMPTIONS Assumptions for providing inputs: (D.4)
AID Funding				
1. 1 Long term TA for in-country training	1. 2 p/y $120,000/y	242	1. Project Finances Officer	1. GOZ Department willingness to release their staff who can contribute to the project as trainers and/or trainees.
2. Short term TA for in-country training and Manpower Analysis	2. 60 p/m $11,000/m	891	2. USAID Controller's Office	
3. Participant Training	3. Africa, US	803	3. GOZ Planning Commissariat	
4. Commodities	4. Equipment/other expenses	46		
5. Other	5. Infl. (12%) contingency (10%)	561		
	Sub-total	2,544		
GOZ Contribution	1. Local travel, per diem, etc	2,461		
1. In-country training support	2. Local staff salaries/studies	464		
2. Personnel salaries/studies	3. Offices, Trg. facilities, etc	331		
3. Commodities/Facilities	4. Infl. (80%), contingency (10%)	4,061		
4. Other	Sub-total	7,317		
	Total:	9,861		

ANNEX 1

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
Program Sector Goal: The broader objective to which this project contributes: (A-1) To improve the quantity and quality of socio economic development programs for the poor majority	Measures of Goal Achievement: (A-2)	(A-3) 1. GOZ manpower statistics 2. Project Evaluation reports 3. Integrated proj. info system 4. Office de Route and Dept. of Agri records 5. PVO's dev. proj. reports.	Assumptions for achieving goal targets: (A-4) 1. Participation by local people in development activities
Project Purpose: (B-1) 1) To establish the GOZ development oriented training capacity 2) To train selected numbers of Zairians in priority sectors	Conditions that will indicate purpose has been achieved: End-of-Project status. (B-2) 1. AC able to analyze manpower training needs 2. DTO arranging/monotoring development training programs 3. Trained Zairian personnel performing more effectively	(B-3) 1. Records for GOZ Planning Commissariat 2. USAID/GOZ annual evaluations 3. Integrated project info system records 4. PVO's develop. reports	Assumptions for achieving purpose: (B-4) 1. GOZ will continue to encourage and support priority manpower training programs 2. Project trained personnel still work in development fields for which they have been trained
Project Outputs: (C-1) 1. Management System for training activities established 2. Training Plan formulated 3. Zairian cadres trained as trainers 4. Zairian development managers in key sectors trained	Magnitude of Outputs: (C-2) 1. Management System - 7 member Advisory Committee meeting regulary to advise DTO - 6 member Development Training Office coordinates monitors and evaluates all trng - Info. system gathering data on conduct and impact trng activities 2. Training plan prepared and approved including trng: needs and priority sectors by GOZ-USAID-TA personnel 3. 1500 key sector development managers trained (short term)[1]; 17 managers trained (long term)[2] 4. 30 trainers trained (short term)[3]; 11 trainers trained (long term)[4]	(C-3) 1. Trainers/Consultant's reports 2. Annual Evaluation documents 3. USAID Training Office 4. Project Director's report 5. Integrated proj. info. system	Assumptions for achieving outputs: (C-4) 1. Positive major evaluation 2. Various divisions of GOZ will cooperate in coordination of priority training 3. AID able to identify and contract for qualified consultants in time

Notes
1. 480 Phase I; approximately 1,000 Phase II (500)
2. Selected from Key GOZ departments
3. DTO, CPA, and other Zairian organizations
Trainers from training organizations
4. 4 CPA, 3 DTO, 4 other training organizations

ANNEX 1: Logical Framework

ZAIRIAN DEVELOPMENT MANPOWER TRAINING PROJECT

EQUIPMENT TO BE PURCHASED

I. List of Equipment to be purchased from AID Budget

	$	Authorized S/O
A. Vehicles		
1. Two Compact Sedans (Renault R-4 or equivalent)	20,000	935
2. Spare parts for vehicles	4,500	935
3. Video Equipment with extra video cassettes	10,500	000
4. Three IBM Model or equivalent Electrical Typewriters	4,200	000
5. One Photocopy machine	7,000	000
Sub-Total	46,200	

II. List of Equipment to be purchased from GOZ Budget

A. Project Management Unit (EAP)	
6 Desks at $292 each	1,752
5 Working tables at $243.60 each	1,218
1 Secretary desk at $244	244
45 Chairs at $162.33	7,305
1 Table for the conference room at $1,623	1,623
1 Electrical calculator at $974	974
1 Duplication machine/alcohol at $3,896	3,896
4 Supply cabinets "FNMA" at $779.80	3,117
- Telephone bills, water, electricity, etc....	29,221
- Expendable office supplies/materials	19,481
- Meetings, receptions, etc.	1,623
- Spare parts, gas, car rental, maintenance, etc....	136,364
Sub-Total	206,818
Total	253,018

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DRAFTED BY AFR/DR/EHR:MSEYMOUR:SRS
APPROVED BY AFR/DR:JKOEHRING
AFR/DP/CAWARAP:LBOND
AFR/DR:NCOHEN
AFR/DR/EHR:FMOORE (DRAFT)
GC/AFR:EDRAGON (INFO)
AFR/CWA:MWISEMAN (DRAFT)
AFR/DP:GCAUVIN (INFO)
PPC/POPR:ESIMMONS (DRAFT)

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TAGS:

SUBJECT: ZAIRE - DEVELOPMENT MANPOWER TRAINING 660-0068

REF: KINSHASA 9197

1. INTRODUCTION: THE SUBJECT PROJECT REVIEW MEETING WAS HELD ON AUGUST 17. IT WAS DECIDED BY ALL PRESENT THAT THIS PROJECT IS NOT READY FOR APPROVAL IN ITS PRESENT FORM. AS PER REQUEST IN REFTEL, THE FOLLOWING DETAILS AID/W'S VIEWS OF SUBJECT PROJECT. IF USAID/KINSHASA REQUESTS FURTHER ASSISTANCE, MATT SEYMOUR, AFR/DR/EHR, AND JIM LOWENTHAL, DS/RAD CAN BE ASSIGNED TO AN AID/W FUNDED TDY TO ZAIRE FOR A PP REWRITE, BEGINNING ON/OR ABOUT SEPTEMBER 3, FOR APPROXIMATELY 3 WEEKS, THUS BENEFITING FROM DODSON'S PRESENCEAT USAID. FYI, FY 79 FUNDING FOR THIS PROJECT WAS DELETED FROM OYB. AID/W WILL MAKE EVERY EFFORT FOR EARLY FY 80 FUNDING ONCE TSE REVISED AND ACCEPTABLE PROJECT IS RECEIVED.

2. THE PROJECT IS CONSIDERED DIFFUSE AND AMORPHOUS IN ITS GOALS, PURPOSES AND OUTPUTS AND WILL NOT BE APPROVED WITHOUT FURTHER CLARIFICATION. IT IS RECOMMENDED THAT THE PROJECT BE SPLIT INTO TWO DISTINCT PHASES: THE FIRST, WHICH SHOULD BE A PLANNING STAGE (ACHIEVING AS OUTPUTS THE ACCUMULATION OF BASELINE DATA, DEVELOPMENT OF A TRAINING PLAN AND AN I-

DENTIFICATION OF LONG TERM PARTICIPANT TRAINEES); THE SECOND, COVERING THE IMPLEMENTATION STAGE (ACHIEVING AS O PUTS SPECIFIC NUMBERS AND TYPES OF CADRES TRAINED IN-COUNTRY AS DETERMINED FROM THE PLAN IN PHASE I). RECOMMENDED GOAL, PURPOSES AND OUTPUTS (WITH ILLUSTRATIVE FIGURES) ARE:

A. GOAL - TO IMPROVE THE ZAIRIAN HUMAN RESOURCE CAPACITY TO IMPLEMENT SOCIAL AND ECONOMIC DEVELOPMENT.

B. PURPOSES -
1. TO TRAIN ZAIRIANS IN THE AGRICULTURAL, TRANSPORT AND PUBLIC ADMINISTRATION SECTORS AT MID AND LOW LEVELS;
2. TO INSTALL APPROPRIATE ADMINISTRATIVE MECHANISMS TO SUPPORT THIS TRAINING.

C. OUTPUTS AND INDICATORS: PHASE I (YEAR I)
1. INSTALLATION AND OPERATION OF ECLIPE D'ANIMATION AND BUREAU D'EXECUTION DU PROJET BY MONTH 6. OPERATIONS CONFORM TO THE CRITERIA AGREED UPON BY
-USAID PERSONNEL,
-ZAIRIAN PERSONNEL;
-CONTRACTED TECHNICAL ASSISTANCE
REGARDING NUMBERS, FUNCTIONS AND DUTIES OF MEMBERS.

2. SPECIFICATION OF THE TRAINING PLAN AND COLLECTION OF THE "BASELINE DATA" REGARDING 3 AREAS OF INTERVENTION (AGRICULTURE, TRANSPORT AND PUBLIC ADMINISTRATION) BY MONTH 12. ECUIPE, BUREAU, ZAIRIAN DIRECTOR AND USAID PERSONNEL AGREE ON:
-NO. OF ZAIRIANS TO BE TRAINED (1710);
-LENGTH OF T&IS TRAINING;
-SPECIFIC ADMIN/TECHNICAL AREAS AS WELL AS GEOGRAPHIC LOCALITIES FOR THIS TRAINING;
-NATURE OF APPROPRIATE TRAINING PROGRAMS;
-HOW THIS TRAINING IS TO BE FINANCED UNDER BUDGETARY CONSTRAINTS OF THIS PROJECT;
-HOW THE TRAINING WILL BE EVALUATED.

3. 18 LONG TERM PARTICIPANTS:
-IDENTIFIED FOR LONG TERM MANAGEMENT TRAINING IN US;
-RELEASED FROM DUTY;
-REPLACED BY APPROPRIATE PERSONNEL;
-PROGRAMMED FOR THIS TRAINING.

D. OUTPUTS AND INDICATORS: PHASE II (YEAR II)
1. 450 LOCAL LEVEL ADMINISTRATORS AND TECHNICAL PERSONNEL IN THE DEPARTMENT DE L'ADMINISTRATION DU TERRITOIRE TRAINED AND IN PLACE;

2. 90 ZAIRIAN STAFF OF PVO'S TRAINED AND IN PLACE FOR PROJECT MANAGEMENT;
3. 15 CENTRAL-REGIONAL MANAGERS IN MINISTERE DU TRANSPORT TRAINED AND IN PLACE;
4. 30 LOW LEVEL ANIMATEURS AT COLLECTIVITE LEVEL, TRAINED AND IN PLACE;
5. 120 MID-LEVEL FARM MANAGERS IN PRIVATE SECTOR TRAINED IN PRODUCTION/PROCESSING TECHNIQUES FOR SIMPLE TECHNIZED AGRICULTURE;
6. 30 TECHNICIANS IN PRIVATE SECTOR TRAINED IN MAINTENANCE OF APPROPRIATE AGRICULTURE EQUIPMENT;
7. 20 FINANCIAL MANAGERS IN PRIVATE SECTOR TRAINED TO IMPLEMENT GOVERNMENT AND PRIVATE SECTOR AGRICULTURAL ACTIVITIES.

E. OUTPUTS AND INDICATORS: PHASE III (YEAR III)
1. REPEAT THE OUTPUT AS STATED IN PHASE II (YEAR II) IN SECTION I-D ABOVE.

3. THE RELATIONSHIP BETWEEN PROJECT OUTPUTS AND THE ULTIMATE PROJECT BENEFICIARIES (ZAIRIAN SUBSISTENCE FARMER) SHOULD BE DEFINED. WILL TRAINING OF FUNCTIONNAIRES AND AG/TRANSPORT SPECIALISTS DISTRIBUTE MORE EFFICIENTLY GOODS, SERVICES AND TECHNICAL KNOW-HOW TO THE FARMER? WHAT IS THE LINKAGE BETWEEN THIS LARGE AMOUNT OF TRAINING, MOSTLY DONE AT THE MID-LEVEL...AND THE ZAIRIAN SUBSISTENCE FARMER?
-WHO ARE THE MID-LEVEL "AGRICULTURAL PRODUCERS" (LINE 5, P. 22 OF THE PP)? WILL NOT DIRECT ASSISTANCE TO THEM WITHOUT SIMILAR ASSISTANCE TO THE SUBSISTENCE FARMER WIDEN THE GAP BETWEEN THESE TWO GROUPS SO THAT THE "RICH GET RICHER AND THE POOR GET POORER"? PLEASE SPECIFY THESE "PRODUCERS" BY SOCIAL, ECONOMIC AND POLITICAL CHARACTERISTICS.
-HOW WILL WOMEN BE INCLUDED IN THIS PROJECT? AS DIRECT OR INDIRECT BENEFICIARIES? A STATEMENT IS NEEDED TO CLARIFY PROJECT IMPACT ON THEIR ROLE.

4. WHEN THE ABOVE CONCEPTUAL PROBLEMS ARE CLARIFIED, IT IS ANTICIPATED THAT THE MANAGERIAL DIFFICULTIES WILL DIMINISH. PLEASE SPECIFY THE FOLLOWING RELATIONSHIPS
-USAID/EHR PERSON AND PROPOSED ZAIRE COUNTERPART (WILL-

BEST AVAILABLE DOCUMENT

PAGE 02 OF 02 STATE 228431

ELUNG);
-USAID'S ROLE WITH EQUIPE AND BUREAU;
-USAID'S ROLE IN MONITORING THE ACTUAL TRAINING INTERVENTIONS;
-USAID'S ROLE IN EVALUATING THE PROJECT.

4. "BASELINE DATA" CRITERIA SHOULD SPECIFY:
-NUMBER OF EXISTING HUMAN RESOURCES (BY GRADE, JOB, SEX, EXPERIENCE AND QUALIFICATIONS) IN THE TARGET GROUP;
-GOVERNMENT DEVELOPMENTAL INTENTIONS IN THESE AREAS;
-ESTIMATED DEFICIENCIES IN PERSONNEL TO BE TRAINED OR POSITIONS TO BE FILLED OR REPLACED;
-CRITICAL TRAINING NEEDS REGARDING KNOWLEDGE, SKILLS AND ORIENTATIONS.

5. CONCLUSION: CURRENT PP MANIFESTS SERIOUS SHORTCOMINGS. AID/W AS STATED IN THE INTRODUCTION WILL PROVIDE UPON REQUEST TECHNICAL ASSISTANCE TO INSURE COMPLETION OF THE PP.

7. REQUEST USAID/ZAIRE ADVISE PRIORITY CONCURRENCE TO PROCEED TDY. VANCE

ZAIRIAN DEVELOPMENT MANPOWER TRAINING PROJECT

(No. 660 - 0068)

AID BUDGET

Annex I.

	PHASE I			PHASE II			GRAND TOTAL
	FY-80	FY-81	Total	FY-82	FY-83	Total	
I. TECHNICAL ASSISTANCE							
(1). Long term US training Specialist for 31.3 p/m at $10,000/mo Sub-total	80,000	162,000	242,000	45,000	26,000	71,000	313,000
(2). Short term TA for in-country training of 500 GOZ cadres							
- 4 p/m for collection and analysis of baseline data	30,000	-	30,000	10,000	-	10,000	40,000
- 8 p/m for project studies	40,000	30,000	70,000	5,000	5,000	10,000	80,000
- 7.5 p/m established of information system	40,000	10,000	50,000	15,000	10,000	25,000	75,000
- 19 p/m food production training (small farmers)	70,000	90,000	160,000	20,000	10,000	30,000	190,000
- 8 p/m administrative training	20,000	40,000	60,000	15,000	5,000	20,000	80,000
- 5.5 p/m transportation planning and management workshops	20,000	30,000	50,000	5,000	-	5,000	55,000
- 8 p/m transportation infrastructure	30,000	40,000	70,000	10,000	-	10,000	80,000
- 7 p/m for development training in public administration	30,000	30,000	60,000	10,000	-	10,000	70,000

- 10 p/m workshops in development bottle necks	40,000	50,000	90,000	5,000	5,000	10,000	10,000
- 4 p/m for evaluation of project Phase I		30,000	30,000	5,000	5,000	10,000	40,000
Sub-totals	320,000	350,000	670,000	100,000	40,000	140	810
II. PARTICIPANT TRAINING							
(1) 12 p/y for long term training in USA at $16,000/mo	64,000	80,000	144,000	48,000	-	48,000	192,000
(2) 38.5 p/m for S/T and L/T participant training in USA and African Third Countries at an average of $16,000/mo	-	6,000	6,000	591,000	16,000	610,000	616,000
Sub-totals	64,000	86,000	150,000	642,000	16,000	658,000	808,000
III. COMMODITIES							
(1) Two vehicles Renault R-4 at $10,000 each	20,000	-	20,000	-	-	-	20,000
(2) Spare parts for vehicles	-	4,500	4,500	-	-	-	4,500
(3) Porta Pac Video Equipment at $8,000 plus air freight	-	10,000	10,000	-	-	-	10,000
- 25 extra cassettes and air freight	-	500	500	-	-	-	500
(4) Three IBM electrical typewriters at $1,400 ea.	4,200	-	4,200	-	-	-	4,200
(5) 1 photocopy machine "Nashua" plus air freight at $7,000	7,000	-	7,000	-	-	-	7,000
Sub-totals	31,200	15,000	46,200				46,200
TOTALS	495,200	613,000	1,108,200	787,000	82,000	869,000	1,977,200
Contingeny 10%	49,520	61,300	110,820	78,700	8,200	86,900	197,720
Uninflated totals	544,720	674,300	1,219,020	865,700	90,200	955,900	2,174,920
Inflation factor 12%	80,000	120,000	200,000	130,200	39,252	169,552	369,552
GRAND TOTAL	624,720	794,300	1,419,020	995,900	129,552	1,125,452	2,544,472

ZAIRE : [illegible] PROJECT
(GP 660 - 0068)

Annex 5

COZ BUDGET (in US $) *

* The GOZ contribution was calculated using an exchange rate of $1 = 1.54 Zaires. The present exchange rate is $ 1 = 3 Zaires. The GOZ contribution has been changed in the text of the PP to reflect the present exchange rate. However, the attached tables (ANNEXS) have not been changed to reflect the present exchange rate.

		FY - 80	FY - 81	FY - 82	FY - 83	TOTAL
I.	TRAINING					
	In -country Training					
A.	Training in support of food production during 30 months by CPA:					
1.	Compensation for training services by 12 staff members from C.P.A. during 360 p/m at $779,22 per month	9,351	112,207	112,207	46,753	280,518
2.	Overhead for C.P.A. during 30 months at $1,298.70 per month	1,299	15,584	15,584	6,494	38,961
3.	Expendable teaching materials at $519 per month for 27 months	519	6,228	6,228	1,038	14,013
4.	First Inter-regional team Kinshasa/Bas-Zaire: 27 training sessions in Kinshasa, Mbanza-Ngungu and Tshela					
	(a) Air-tickets/car rental by 3 trainers during 27 sessions at $4,675,32 per session	4,529	56,104	42,078	23,523	126,234

	FY - 80	FY - 81	FY - 82.	FY - 83	TOTAL
(b) Per diem for 3 trainers during 27 sessions of 18 days ea. at $32.47/day plus prospection visit	1,754	21,039	15,779	8,766	47,338
(c) Expenses for 40 trainees during 27 sessions of 5 days ea. at $3.25 per day	649	7,792	5,844	3,247	17,532
(d) Expenses for 5 local assistant trainers during 27 sessions of 5 days ea. at $6,49 per day.	649	1,948	1,299	487	4,383
5. Second Inter-regional team (Kinshasa/Pandundu): 27 sessions in Kikwit, Bulungu and Lisala.					
(a) Air-tickets/car rental by 3 trainers	1,239	17,307	12,980	7,414	38,940
(b) Per diem for 3 trainers during 27 sessions of 18 days ea at $32.47	1,754	21,039	15,779	8,766	47,338
(c) Expenses for 40 trainees during 27 sessions of 5 days ea. at $3.25 per day	649	7,792	5,844	3,247	17,532
(d) Expenses for 5 local assistant trainers during 27 sessions of 5 days ea. at $6.49 per day	649	1,948	1,299	487	4,383

		FY - 80	FY - 81	FY - 82	FY - 83	TOTAL
6.	Third Inter-regional team (Kasais/Shaba): 27 sessions in Kananga, Gandajika and Lisala					
	(a) Air-tickets/car rental by 3 trainers	1,543	22,855	17,141	9,884	51,423
	(b) Per diem for 3 trainers during 27 sessions of 18 days ea. at $32.45 per day	1,754	21,039	15,779	8,766	47,338
	(c) Expenses for 40 trainees during 27 sessions of 5 days ea. at $3.25 per day	649	7,792	5,844	3,247	17,532
	(d) Expenses for 5 local assistant trainers during 27 sessions of 5 days ea. at $6.49 per day	649	1,949	1,299	487	4,384
7.	Fourth Inter-regional team (Haut-Zaire/Kivu): 27 sessions in Rutshuru, Tengamisa and Kindu.					
	(a) Air-tickets/car rental by 3 trainers	2,528	26,525	19,893	10,734	59,680
	(b) Per diem for 3 trainers during 27 sessions of 18 days ea. at $32.45 per day	1,754	21,039	17,779	8,766	49,338
	(c) Expenses for 40 trainees during 27 sessions of 5 days at $3.25 per day	649	7,792	5,844	3,247	17,532

		FY - 80	FY - 81	FY - 82	FY - 83	TOTAL
	(d) Expenses for 5 local assistant trainers during 27 sessions of 5 days ea. at $6.49 per day	649	1,948	1,299	487	4,383
B.	Seminar on transportation planning and management for 15 top-level cadres during 10 mornings in Kinshasa by BEP/Consultant					
	(a) Documentation, teaching diagrams, supplies, etc.	3,896	-	-	-	3,896
	(b) Refreshments and other related costs	1,623	-	-	-	1,623
C.	Training in transportation infrastructure (development bottlenecks) during 24 months					
1.	Overhead of OR for 24 months at $1,298		12,980	15,576	2,596	31,152
2.	Compensation for training services by 12 staff members from Office des Routes during 288 p/m at $779,21	-	9,350	102,857	112,208	224,415
3.	Expandable training materials at $519 per month for 24 months		5,190	6,228	1,038	12,456

	FY - 80	FY - 81	FY - 82	FY - 83	TOTAL
4. First Inter-regional team (Kinshasa/Bas-Zaire): 24 sessions in Lingala, Mbanza-Ngungu and Tshela					
(a) Air-tickets/car rental by 3 trainers	-	34,286	25,714	8,571	68,571
(b) Per diem for 3 trainers during 24 sessions of 18 days ea. at $32.47 per day	-	21,039	15,779	5,260	42,078
(c) Expenses for 40 trainers during 24 sessions of 5 days ea. at $3.25 per day	-	7,792	5,844	1,948	15,584
(d) Expenses for 5 local assistant trainers during 24 sessions of 5 days ea. at $6.49 per day	-	1,948	1,299	649	3,896
5. Second Inter-regional team (Equateur/Bandundu): 24 sessions in Kikwit; Bulungu and Lisala					
(a) Air-tickets/car rental by 3 trainers	-	17,306	12,980	4,327	34,613
(b) Per diem for 3 trainers during 24 sessions of 18 days ea. at $32.47 per day	-	21,039	15,779	5,260	42,078

	FY - 80	FY - 81	FY - 82	FY - 83	TOTAL
(c) Expenses for 40 trainees during 24 sessions of 5 days ea. at $3.25 per day	-	7,792	5,844	1,948	15,584
(d) Expenses for 5 local assistant trainers during 24 sessions of 5 days ea. at $6.49 per day	-	1,948	1,299	649	3,896
6. Third Inter-regional team (Kasais/Shaba) in Kananga, Gandajika and Likasi,					
(a) Air-tickets/car rental by 3 trainers	-	22,854	17,141	5,714	45,709
(b) Per diem for 3 trainers during 24 sessions of 18 days at $32.47 per day	-	21,039	15,779	5,260	42,078
(c) Expenses for 40 trainees during 24 sessions of 5 days ea. at $3,25 per day	-	7,792	5,844	1,948	15,584
(d) Expenses for 5 local assistant trainers during 24 sessions of 5 days ea.$6.49 per day	-	1,948	1,299	649	3,896

		FY - 80	FY - 81	FY - 82	FY - 83	TOTAL
7.	Fourth Inter-regional team (Haut-Zaire/Kivu): 24 sessions in Butshuru, Beni-Lisa and Kindu.					
	(a) Air-tickets/car rental by 3 trainers	-	24,576	19,893	6,631	51,100
	(b) Per diem for 3 trainers during 24 sessions of 18 days ea. at $32.47 per day	-	21,039	15,779	5,260	42,078
	(c) Expenses for 40 trainees during 24 sessions of 5 days ea. at $3.25 per day.	-	7,792	5,844	1,948	15,584
	(d) Expenses for 5 local assistant trainers during 24 sessions of 5 days ea. at $6.49 per day	-	1,948	1,299	649	3,896
D.	Seminar on mechanized food production for 20 participants during 10 mornings (BEP/Consultant)					
	(a) Documentation, teaching diagrams, supplies, etc...	-	3,896	-	-	3,896
	(b) Refreshments and other related costs	-	1,299	-	-	1,299

		FY - 80	FY - 81	FY - 82	FY - 83	TOTAL
E.	Training in mechanized food production					
a.	Applied food production techniques:					
1.	Compensation for 3 trainers from OFEZ during 8 months at $779 per month	-	9,350	9,350	-	18,700
2.	Overhead for OFEZ during 8 months at $1,299 per month	-	5,195	5,195	-	10,390
3.	Air-tickets/car rental by 3 trainers in Benguelsa, Gandajika and Mbanza-Ngungu	-	25,978	25,978	-	51,956
4.	Per diem for 3 trainers during 6 sessions of 28 days ea. at $32.47 per day	-	8,182	8,182	-	16,364
5.	Expenses for 40 trainees during 6 sessions of 15 days ea. at $3.25 per day	-	5,194	6,494	-	11,688
6.	Expenses for 5 local assistant trainers during 6 sessions of 15 days ea. at $6.49 per day	-	1,461	1,461	-	2,922
7.	Expendable teaching materials at $390 per session for 6 sessions	-	1,170	1,170	-	2,340
8.	Rental of training facilities at $650 per session for 6 sessions	-	1,950	1,950	-	3,900
b.	In service training in operation and equipment maintenance in Kinshasa during 12 weeks by IITP					

		FY - 80	FY - 81	FY - 82	FY - 83	TOTAL
1.	Overhead for INPP for 4 months at $1,299 per month	-	2,598	2,598	-	5,196
2.	Air-tickets/local transportation in Kinshasa by 60 trainees from the interior of Zaire at $1,038 per trainee	-	31,168	31,168	-	62,336
3.	Compensation for 3 trainers at INPP during 4 months at $799 per month	-	4,674	4,674	-	9,348
4.	Food and Lodging for 60 trainees in Kinshasa during 42 days at $1,299 per day	-	32,722	32,722	-	65,444
5.	Expendable teaching materials and equipment use at $7,792 per session for 2 sessions	-	7,792	7,792	-	15,584
c.	Training in management and Finance in Mbanza-Ngungu, Kikwit, Mbandaka Bukavu, Bunia and Candajika (2x15 days ea. place)./OPEZ					
1.	Overhead for OPEZ for 8 months at $1,299 month	-	5,196	5,196	-	10,392
2.	Compensation 6 trainers from OPEZ for 8 months at $779/month	-	37,392	37,392	-	74,784
3.	Air-tickets/car rental at all places	-	14,055	14,055	-	28,110
4.	Per diem for 6 trainers during 12 sessions of 28 days each at $32.45 per day.	-	32.727	32,727	-	65,454

		FY - 80	FY - 81	FY - 82	FY - 83	TOTAL
5.	Lodging expenses for 40 trainees during 12 sessions of 15 days ea. ($12.99/day) and living expenses ($3.25/day).	-	58,439	58,439	-	116,878
F.	Other training activities/Kinshasa					
1.	Air-tickets for 5 trainees for each of 6 workshops from outside Kinshasa @ $456	-	16,878	12,005	2,280	31,163
2.	Per diem for 30 trainees during 6 sessions of 15 days each at $32.45 per day	-	43,808	29,205	1,462	74,475
3.	Local transportation at $130 per day for 90 days	-	5,850	3,900	1,950	11,700
4.	Compensation and expenses for national trainers for 12 p/m at $974 per month	-	5,844	3,896	1,948	11,688
5.	Expendable teaching materials and supplies at $324 per session for 6 sessions	-	972	648	324	1,944
6.	Rental of training facilities and refectory services at $324 per day for 90 days	-	14,580	9,720	4,860	29,160
G.	Intensive English course at ZALI for 42 trainees during 10 weeks at $324.68 per trainee	-	5,844	7,796	-	13,640
	Sub-total	38,735	1,013,779	964,289	341,177	2,358,000

II. Participant Training

		FY - 80	FY - 81	FY - 82	FY - 83	TOTAL
1.	Short-term training in African Third Country for 33 participants during 4 months.					
a.	Round trip international travel by 33 participants at $779.22 per person	-		25,714	-	25,714
2.	Short term training in USA for 42 participants during 5 months:					
a.	Round trip international travel by 42 participants at 2,272.72 ea.	-		95,454	-	95,454
	Sub-total			121,168		121,168
III.	PROJECT MANAGEMENT OFFICE (BEP) DURING 32 MONTHS					
1.	Personnel salaries					
	1 Project Director at $1,623.37	4,870	19,481	19,481	8,116	51,948
	1 Finances Officer at $1,461.04	4,384	17,532	17,532	7,305	46,753
	1 Responsible for project integrated information system at $1,461.04	4,384	17,532	17,532	7,305	46,753
	1 Training Officer at $1,461.04	4,384	17,532	17,532	7,305	46,753
	1 Responsible for logistics at $1,461.04	4,384	17,532	17,532	7,305	46,753
	1 Secretary at $974.03	2,922	11,688	11,688	4,870	31,168
	1 Typist at $649.35	1,948	7,792	7,792	3,247	20,779
	2 Drivers/messengers at $454.545	2,728	10,909	10,909	4,545	29,091

		FY - 80	FY - 81	FY - 82	FY - 83	TOTAL
2.	Project Studies/Evaluation					
A.	Initial Statistical data collection and analysis organised by EAP during 4 months:					
a.	Compensation for research Services by 3 Zairian specialists (average) during 120 day at $38.96	14,026	-	-	-	14,026
b.	Three round trip air-tickets to the interior of Zaire at $454.54	1,364	-	-	-	1,364
c.	Car rental for local transportation in Kinshasa and the interior of Zaire	2,597	-	-	-	2,597
d.	Per diem for 3 Zairian specialists outside of Kinshasa during 60 days at $32.47 per day.	5,844	-	-	-	5,844
e.	Documentation, reports, photocopies, etc					
B.	Other project studies					
a.	Compensation for 48 p/m of research services by Zairian specialists at $1,168.83 per month	4,678	23,376	23,375	4,675	56,104

		FY - 80	FY - 81	FY - 82	FY - 83	TOTAL
b.	Fifteen round trip tickets at $454.545	455	2,727	2,727	909	6,818
c.	Car rental for local transportation during 350 days at $48.70/day	1,705	6,818	6,818	1,704	17,045
d.	Per diem for 24 p/m at $974.03 per month	2,923	9,740	9,740	974	23,377
e.	Documentation, reproduction, reports, etc...	1,948	5,844	5,844	1,948	15,584
	Sub-total	66,843	168,503	168,502	60,208	464,056
III	COMMODITIES/EQUIPMENT					
1.	Offices, conference room and equipment (EAP)					
	- Five offices, reception and conference room for 33 months at $3,772.73 per month	11,318	45,273	45,273	22,636	124,500
	- 1 duplicating machine/alcohol at $3.896	3,896	-	-		3,896
	- 1 electrical calculator at $974	974	-	-	-	974
	- 4 supply cabinets "FHMA" at $779.25	3,117	-	-	-	3,117
	- 6 desks at $292.20 ea.	1,753	-	-	-	1,753
	- 5 working tables at $243.50 ea.	1,218	-	-	-	1,218
	- 1 secretary desk at $244.	244	-	-	-	244
	-45 chairs at $162.33	7,305	-	-	-	7,305
	- 1 table for a conference room at $1,62	1,623	-	-	-	1,623

	FY - 80	FY - 81	FY - 82	FY - 83	TOTAL
- Telephone bills, water, electricity, etc for 30 monts @ $974.03 per month	975	11,688	11,688	1,843	26,194
- Expendable office supplies/materials for 30 months @ $649.36 per month	650	7,792	7,792	3,247	19,481
- Meetings, receptions, etc	195	584	584	260	1,623
- Spare parts, gas, vehicle, maintenance, etc for 30 months @4,545.46 per month	4,545	54,546	54,546	22,727	136,364
Sub-total	37,521	119,883	119,883	50,713	329,000
Sub-totals	143,099	1,347,082	1,311,462	452,098	3,272,324
Contingency 10%	14,310	134,708	131,146	45,209	327,232
Uninflated Total	157,409	1,481,790	1,442,608	497,307	3,599,556
Inflation	635,240	621,760	1,830,210	630,790	3,718,000
TOTAL	792,649	2,103,550	3,272,818	1,128,097	7,317,556

ANNEX 6

INITIAL ENVIRONMENTAL EXAMINATION

Project Country: Republic of Zaire

Project Title: Development Manpower Training

Funding: FY(s) 1980 $ 1,000,000

Period of Project: FY 1980 - FY 1984

IEE Prepared by: Richard Dodson, USAID/Zaire
Sidney Chambers, AFR/DR/CAWARAP

Environmental Action Recommended: Negative Determination

Concurrence: _____
Norman L. Sweet
Director, USAID/Zaire

Assistant Administrator Decision:

APPROVED _____

DISAPPROVED _____

DATE _____

Clearances:
AFR/DR:JHester JH 8/20/80
GC/AFR:BBarrington _____

F. Project Description

This project is designed to strengthen the GOZ training capacity and to train selected development cadres in order to implement rural development programs more effectively. It is divided into two phases: Phase I (FY 80-81) is a formative stage to 1) test out selected training activities; 2) strengthen relevant agencies within the GOZ Ministry of PLAN (PLAN); and 3) develop a comprehensive plan for future training. Phase II (FY 82-83) will build on Phase I with varied, additional training activities as specified in the Training Plan. Funds will be authorized for both Phase I and II. However, obligation of funds for Phase II will be contingent upon USAID's determination that Phase I has been successfully completed and that there is a training plan for Phase II acceptable to USAID and GOZ.

The project will involve training Zairians at mid and low levels in management, technical, analytical and planning skills related to agricultural production, transportation and public administration, along with skills training to accelerate the elimination of human resources bottlenecks in situations critical to priority socio-economic development.

Training will take place in existing facilities in a manner that is not detrimental to the surrounding environment. In-country training sessions will generally bring small groups of trainees together for periods of from one week to one month.

During Phase II, practical exercises in the development and maintenance of farm to market roads will take place at a few rural sites, where the approach used will be to teach persons methods that protect or improve the existing environment, using simple technology. These exercises will take place on existing roads using environmentally stable local materials. All practical exercises will emphasize proper erosion control and drainage. To assure that environmental concerns are addressed in Phase II training, the evaluation to be undertaken at the end of Phase I will examine the training proposed for the development and maintenance of farm to market roads. To this end, an environmental officer from REDSO/WA or AID/W will participate in the evaluation.

The project will in itself have a negligible impact on the physical environment of Zaire. Its indirect effect, however, will be to have a favorable impact on the environment. The general philosophy behind all training will be to help people to learn to plan and execute development activities in a manner that favors the conservation of natural resources and the improvement of both the physical and socio-economic environment of Zaire.

II. IMPACT IDENTIFICATION AND EVALUATION FORM

Impact Areas and Sub-areas 1/	Impact Identification and Evaluation 2/
A. LAND USE	
1. Changing the character of the land through:	
a. Increasing the population	N
b. Extracting natural resources	N
c. Land clearing	N
d. Changing soil character	N
2. Altering natural defenses	N
3. Foreclosing important uses	N
4. Jeopardizing man or his works	N
5. Other factors	
B. WATER QUALITY	
1. Physical state of water	N
2. Chemical and biological states	N
3. Ecological balance	N
4. Other factors	
	N

1/ See Explanatory Notes for this form.

2/ Use the following symbols:
N - No environmental impact
L - Little environmental impact
M - Moderate environmental impact
H - High environmental impact
U - Unknown environmental impact

IMPACT IDENTIFICATION AND EVALUATION FORM

C. ATMOSPHERIC

1. Air additives ———————————— N
2. Air pollution ———————————— N
3. Noise pollution ———————————— N
4. Other factors

———————————————— ————

———————————————— ————

D. NATURAL RESOURCES

1. Diversion, altered use of water ———————— N
2. Irreversible, inefficient commitments ———— N
3. Other factors

———————————————— N

———————————————— ————

E. CULTURAL

1. Altering physical symbols ———————— N
2. Dilution of cultural traditions ———————— N
3. Other factors

greater sensitivity by trained cadres
to environmental problems in rural areas H

F. SOCIOECONOMIC

1. Changes in economic/employment patterns ———— M
2. Changes in population ———————————— N
3. Changes in cultural patterns ———————— N
4. Other factors

———————————————— ————

———————————————— ————

IMPACT IDENTIFICATION AND EVALUATION FORM

G. HEALTH.

1. Changing a natural environment ———— N

2. Eliminating an ecosystem element ———— N

3. Other factors

more effective analysis and communication concerning environmental constraints by agents working in public administration ———— M

H. GENERAL

1. International impacts ———— N

2. Controversial impacts ———— N

3. Larger program impacts ———— H

4. Other factors

I. OTHER POSSIBLE IMPACTS (not listed above)

III. THRESHOLD DECISION:

Negative environmental decision recommended based on the preceding project description and completed impact identification and evaluation form.

CONCURRENCE:

Norman L. Sweet
Director, USAID/Zaire

8/3/79
DATE

ANNEX 7 Examples of Phase II Training

1. Training, Road Building and Maintenance

The problem of human resources constraints on the functioning of the transport sector for Zaire's development will be addressed a two levels in the project's experimental period. Officials at the central and regional level will be brought together to learn more about the problem. Then they will be guided in the practice of devising solutions to tranport constraints on agricultural production and programming training that can be implemented through the project.

As soon as an appropriate consultant can be identified to assist them, the TAC will invite central and regional officials of organizations involved in the transport sector (Department of Transportation, Department of Public Works, Bureau of Raods, ONATRA, AIR ZAIRE, ANEZA, Department of Territorial Administration) to a ten-day series of research-planning sessions. They will meet during five successive morning to learn more about the problem and begin to devise tentative solutions. They will devote five additional mornings to practical exercices in planning ways to solve transport problems related to agricultural production, identifying training needs in the transport sector that can be met through the project and reviewing the project's proposal for the training of cadres at the collectivity and zone level to develop and maintain farm-to-market roads. It is proposed that the DTO contract with the GOZ Bureau for Roads to organize a twelve-month series of sessions in priority agricultural production areas to train collectivity and zone cadres in the development and maintenance of farm-to-market roads. USAID will contract for the services of consultants from an organization such as ORT, which has provided extensive technical assistance to the GOZ Bureau for Roads, to assist with the design and implementation

of this training activity. Subject to possible modification by the results of the transport sector research-planning sessions described above, these series of training sessions will take place in the same priority agricultural production areas as those designated for the professional skills training sessions for collectivity and zone personnel.

Prior to Zaire's independence, agents of the Belgian colonial administration planned and supervised the work of road brigades at the collectivity and zone levels. In many instances, local administrations have not kept up with the maintenance and development of local interest road networks. The GOZ Bureau for Roads, whose official responsibility is limited to national and regional roads of primary and secondary interest, has wanted to start a program of technical counseling and supervision for local administrative cadres on the maintenance of local interest roads, but the lack of funds and personnel has held back the implementation of this program. The proposed training sessions are intended to fill this gap, at least for the priority agricultural production areas. Collectivity and zone cadres will learn simple technological solutions to the construction and maintenance of farm-to-market roads that depend on labor intensive methods and the use of locally available materials. Although the trainees will later have supervisory roles for the road brigades, they will learn technological methods through direct participation in the construction of simple bridges, layout a construction of roadbeds in various types of terrain with locally available materials, and reconditioning and maintaining existing roads.

2. Training for Mechanized Food Crop Production and Processing

Between the small farmer who uses labor intensive methods for his/her agricultural production and the large private and parastatal companies

that have funds and technicians to undertake large scale plantation agriculture, there are small and medium scale agricultural producers who use mechanized technology as well as manual labor. Planning Commissariat staff have been exposed to enough of the problems these producers face to have proposed a series of training activities to help alleviate human resources constraints that hold back increases in mechanized agricultural production.

As in the case of training for the transport sector, the project will bring together officials from concerned public and private organizations for a series of ten morning meetings during which they will be assisted in examining the effect of human resources constraints on improvements in mechanized agricultural production and participate in the development of a program of training activities to help alleviate the problem. Participation will include the Planning Commissariat, the GOZ departments of agriculture and rural development, finance, economic affairs, the National Food Crop Production Office (ONPV), the National Bank for Development Loans (SOFIDE), the National Small Business Bureau (OPEZ), and the National Association of Entreprises (ANZA).

Subject of confirmation and/or modification by the above group of officials, three types of training related to mechanized food production will be organized for technician/managers during the remaining twelve months of the experimental period.

3. Demonstration - training the treatment, storage and processing of food crops--

At three convenient centers around the country, the project will organize a two-week demonstration-training session in elementary techniques for the treatment, storage and processing of food crops. Producers, or their technicians, selected for the training will be identified through a process that

grows out of the series of morning learning-planning sessions by officials from concerned organizations. Approximately forty trainees will participate in each session. Emphasis will be placed on the use of appropriate technology and ways to avoid dependence on external sources of energy, pesticides, fertilizers or preservative.

It is proposed that the DTO contract with a local organization, such as OPEZ or CPA, to organize such as OPEZ or CPA, to organize and execute the desmonstration-training sessions. USAID will furnish an experienced consultant to assist the local contractor organization with planning the training and with developing a team of trainers to execute the sessions.

4. Intensive training in managing the acquisition and maintenance of food crop production equipment

Approximately thirty manager/technicians, chiefly from the private sector, will participate in an intensive six-week training course on the acquisition and maintenance of food crop production equipment. They will be selected through a process to be determined during the earlier series of morning learning-planning sessions.

The training course will be organized at a central location, probably in or near Kinshasa. It is proposed that the Project Management Office contract with a local organization, such as INPP (National Skilled Trades Training Institute), to organize the training course. USAID will furnish an experienced consultant to assist the local contractor organization with the design and implementation of the training course.

5. Intensive short course on the financing and management of expansion or improvement of agricultural production activities.

One of the problems faced by medium scale Zairian agricultural entrepreneurs is how to develop or secure sufficient capital for expansion or improvement of their production activities. For some, it is a question of inefficient management that reduces profits or does not invest them properly. For others, it is a case of ignorance of where and how to borrow capital and then manage the use of it for improvement or expansion.

Guided by the recommendations of the concerned officials who will have been brought together earlier, the DTO can contract with a local organization, such as OPEZ or CPA, to furnish two teams of three trainers who will plan an intensive two-week short course of the financing and management of expansion or improvement of medium scale agricultural production programs. They will then offer the intensive course at six convenient locations around the country. Approximately forty entrepreneur/financial managers will participate in the course at each location. USAID will furnish an experienced to assist the local contractor with organizing the two teams of trainers and designing the intensive training course.

6. Other In-Country Training Activities

Funding and technical assistance have been blocked out for three in-country workshop/seminars during the initial experimental period. The topics and beneficiaries of three training sessions will be determined by the Policy and Program Guidance Team (EAP). Although funding has been calculated on the basis of each workshop lasting for two weeks, the EAP will be free to adjust the schedule

to organize four or five workshops, instead of three, for shorter periods than two weeks; or the EAP may decide to hold one workshop for more than three weeks and another for less. The idea is to give the EAP optimum flexibility in responding to critical training needs during the experimental period.

From its national survey of development projects, the Planning Commissariat has concluded that one of Zaire's urgent training needs is for training some of the project managers encountered during the survey. Also, USAID has been made increasingly aware by PVO's of the urgent need for capable Zairian managers and planners for their development projects. Part of the workshop resources could be used to begin to meet the need for training project managers; or a brief workshop might be used to plan a more comprehensive in-country training program for PVO and public sector project managers with complementary resources from the African Manpower Development Project (AMDP). A workshop of the latter type would in effect be a practical training session on how to identify training needs and design a program to meet them.

PROPOSED QUALIFICATIONS FOR PERSONS TO BE RESPONSIBLE FOR THE THREE PRINCIPAL UNITS OF THE PROJECT MANAGEMENT OFFICE DURING THE EXPERIMENTAL PERIOD

1. Person in charge of Training Services

-- University degree in sociology, economics, anthropology administration/political science or pedagogy/education.

-- Experienced in the problems of training outside of formal academic programs

-- Experienced in development activities, expecially projects

-- If possible, experienced in "participatory" training activities and/or "organizational development" processes

-- Ability to understand and speak English desirable.

2. Person in charge of the Integrated Project Information System

-- University degree in one of the social sciences or in administration/management.

-- Knowledge of statistical methods

-- Experience in the collection and processing of statistical data

-- Experience in project evaluation and in formative evaluation

-- Experience in management desirable.

3. Person in charge of the service for Administration/logistics and finances

-- University degree in commercial sciences or university diploma ("graduat") in accounting -- with experience in management

-- Experience in the supervision of personnel who are responsible for implementation of programs, logistical operations, accounting, secretarial services, etc.

-- Proved dynamism in operational activities, the organization of work and staff supervision.

PROPOSED QUALIFICATIONS FOR MEMBERS OF THE POLICY AND PROGRAM GUIDANCE TEAM (PAP)

1. A specialist in agricultural economics who knows the human performance skills and knowledge/information requirements for personnel whose responsibility is to assure inputs needed for the production, processing and marketing of agricultural products as well as for the provision of infrastructure services to support the life of rural populations. In other words, someone who knows the problems of the capabilities and skills of personnel who work in government services at the grassroots and are supposed to be providing a variety of services to the local population; who knows the problems of capabilities for personnel who work in the transport sector and whose performances affect the agricultural and rural development sectors; and who knows the various links between human resources requirements at various levels and problems encountered in agricultural and rural develoment.

2. A person experienced in the functioning and administration of government services, and who knows the problems of personnel competencies at all levels in the GOZ Department of Territorial Administration (DTA). This person should be especially knowledgeable about problems caused by the inadequate functioning of civil service personnel in the area of the promotion and implementation of development activities.

3. Someone who knows the comparative characteristics of Zaire's priority agricultural production regions; who through direct experience and documentary research has become familiar with the physical environment, the infrastructures, the socio-economic conditions, and the agricultural potential of priority regions chosen for increasing food production.

4. Someone who by experience and training has a global view of the roles and capabilities of regional and central personnel who are responsible for the design and evaluation of programs and projects that contribute, or should contribute, to development.

5. An experienced person who knows, as much as possible from firsthand experience, the "life" of many development projects that have been realized or attempted in Zaire and elsewhere.....and who can analyse and describe the skills characteristics required for persons who are responsible for different steps and functions of design, implementation, management and evaluation of projects.

COUNTRY CHECKLIST

GENERAL CRITERIA FOR COUNTRY ELIGIBILITY

1. FAA Sec. 116. Can it be demonstrated that contemplated assistance will directly benefit the needy? If not, has the Department of State determined that this government has engaged in a consistent pattern of gross violations of internationally recognized human rights?	Training activities envisaged for this project are directed towards improving the work performance of Zairian personnel at both local and central levels in priority sectors on which amelioration of the living conditions of the needy depends.
2. FAA Sec. 481. Has it been determined that the government of recipient country has failed to take adequate steps to prevent narcotics drugs and other controlled substances (as defined by the Comprehensive Drug Abuse Prevention and Control Act of 1970) produced or processed, in whole or in part, in such country, or transported through such country, from being sold illegally within the jurisdiction of such country to U.S. Government personnel or their dependents, or from entering the United States unlawfully?	Embassy has determined that the GOZ has laws prohibiting the use and sale of narcotics drugs. Embassy has no evidence of any narcotics shipments entering the U.S. unlawfully. The GOZ appears to have taken adequate steps to prevent narcotics from being sold illegally to USG personnel and their dependents.
3. FAA Sec. 620(b). If assistance is to a government, has the Secretary of State determined that it is not controlled by the International Communist movement?	The Embassy has determined that the host government is not controlled by the International Communist movement
4. FAA Sec. 620(c). If assistance is to a government, is the government liable as debtor or unconditional guarantor on any debt to a U.S. citizen for goods or services furnished or ordered where (a) such citizen has exhausted available legal remedies and (b) debt is not denied or contested by such government?	The GOZ has debts both to the USG and to US private citizens. Legal remedies have not been exhausted and some debts have been rescheduled. The GOZ does not deny these debts.
5. FAA Sec. 620(e)(1). If assistance is to a government, has it (including government agencies or subdivisions) taken any action which has the effect of nationalizing, expropriating, or otherwise seizing ownership or control of property of U.S. citizens or entities beneficially owned by them without taking steps to discharge its obligations toward such citizens or entities?	The GOZ has settled all but two nationalization cases involving U.S. citizens resulting from Zairianization measures of 1973. The GOZ is taking steps to discharge its obligations in these unsettled cases. The GOZ has also taken steps to discharge its obligations on all other expropriated property cases involving U.S. citizens.

6. FAA Sec. 620(a), 620(f); FY 79 App. Act, Sec. 103, 114 and 606. Is recipient country a Communist country? Will assistance be provided to the Socialist Republic of Vietnam, Cambodia, Laos, Cuba, Uganda, Mozambique, or Angola?	Recipient country is not a communist country. Assistance will not be provided to the Socialist Republic of Vietnam, Cambodia, Laos, Cuba, Uganda, Mozambique, or Angola.
7. FAA Sec. 620(i). Is recipient country in any way involved in (a) subversion of, or military aggression against, the United States or any country receiving U.S. assistance, or (b) the planning of such subversion or aggression?	Recipient country is not involved in subversion of, or military aggression against the United States or any country receiving U.S. assistance, nor is it planning such subversion or aggression.
8. FAA Sec. 620(j). Has the country permitted, or failed to take adequate measures to prevent the damage or destruction, by mob action, of U.S. property?	Country has not permitted, nor has failed to take measures to prevent, the damage or destruction, by mob action, of U.S. property
9. FAA Sec. 620(l). If the country has failed to institute the investment guaranty program for the specific risks of expropriation, inconvertibility or confiscation, has the AID Administrator within the past year considered denying assistance to such government for this reason?	The GOZ has instituted the investment guaranty program for the specific risks of expropriation, inconvertibility and confiscation.
10. FAA Sec. 620(o): Fishermen's Protective Act of 1967, as amended, Sec. 5. If country has seized, or imposed any penalty or sanction against, any U.S. fishing activities in international waters: A. has any deduction required by the Fishermen's Protective Act been made? B. has complete denial of assistance been considered by AID Administrator?	The GOZ has not seized, or imposed any penalty or sanction against, any U.S. fishing activities in international waters.
11. FAA Sec. 620; FY 79 App. Act, Sec. 603. (a) Is the government of the recipient country in default for more than 6 months on interest or principal of any AID loan to the country? (b) Is country in default exceeding one year on interest or principal on U.S. loan under program for which App. Act appropriates funds?	(a) No (b) No

12. FAA Sec. 620(s). If contemplated assistance is development loan or from Economic Support Fund, has the Administrator taken into account the percentage of the country's budget which is for military expenditures, the amount of foreign exchange spent on military equipment and the amount spent for the purchase of sophisticated weapons systems? (An affirmative answer may refer to the record of the annual "Taking Into Consideration" memo: "Yes, as reported in annual report on implementation of Sec. 620(s)."). This report is prepared at time of approval by the Administrator of the Operational Year Budget and can be the basis for an affirmative answer during the fiscal year unless significant changes in circumstances occur.)	N/A. The contemplated project is a development grant.
13. FAA Sec. 620(t). Has the country severed diplomatic relations with the United States? If so, have they been resumed and have new bilateral assistance agreements been negotiated and entered into since such resumption?	The country has not severed diplomatic relations with the U.S.
14. FAA Sec. 620(u). What is the payment status of the country's U.N. obligations? If the country is in arrears, were such arrearages taken into account by the AID Administrator in determining the current AID Operational Year Budget?	The GOZ is not in arrearage in payment of its U.N. obligations.
15. FAA Sec. 620A, FY 79 App. Act, Sec. 607. Has the country granted sanctuary from prosecution to any individual or group which has committed an act of international terrorism?	The country has not granted sanctuary from prosecution to any individual or group which has committed an act of international terrorism.
16. FAA Sec. 666. Does the country object, on basis of race, religion, national origin or sex, to the presence of any officer or employee of the U.S. there to carry out economic development programs under FAA?	The country does not object, on basis of race, religion, national origin or sex, to the presence of any officer or employee of the U.S. in Zaire carrying out development programs under the FAA.
17. FAA Sec. 669, 670. Has the country, after August 3, 1977, delivered or received nuclear enrichment or reprocessing equipment, materials, or technology, without	The GOZ has not delivered or received nuclear enrichment or reprocessing equipment, materials or technology without specified arrangements or safeguards.

specified arrangements or safeguards? Has it detonated a nuclear device after August 3, 1977, although not a "nuclear-weapon State" under the nonproliferation treaty?	The country has not detonated a nuclear device.

PROJECT CHECKLIST

A. GENERAL CRITERIA FOR PROJECT

1. FY 79 App. Act Unnumbered; FAA Sec 653 (b); Sec. 634A. (a) Describe how Committees on Appropriations of Senate and House have been or will be notified concerning the project; (b) is assistance within (Operational Year Budget) country or international organization allocation reported to Congress (or not more than $1 million over that figure)?	(a) An advice of program change was submitted to Congress on August 14, 1980. (b) Assistance is within the OYB as reported to Congress
2. FAA Sec. 611(a)(1). Prior to obligation in excess of $100,000, will there be (a) engineering, financial, and other plans necessary to carry out the assistance and (b) a reasonably firm estimate of the cost to the U.S. of the assistance?	(a) No (b) Yes
3. FAA Sec. 611(a)(2). If further legislative action is required within recipient country, what is basis for reasonable expectation that such action will be completed in time to permit orderly accomplishment of purpose of the assistance?	No further legislative action is required
4. FAA Sec. 611(b); FY 79 App. Act.Sec. 101 If for water or water-related land resource construction, has project met the standards and criteria as per the Principles and Standards for Planning Water and Related Land Resources dated October 25. 1973?	N/A
5. FAA Sec. 611(e). If project is capital assistance (e.g., construction), and all U.S. assistance for it will exceed $1 million, has Mission Director certified and Regional Assistant Administrator taken into consideration the country's capability effectively to maintain and utilize the project?	N/A
6. FAA Sec. 209. Is project susceptible of execution as part of regional or multilateral project? If so why is project not so executed? Information and conclusion whether assistance will encourage regional development programs.	No.

A.

7. FAA Sec. 601(a). Information and conclusions whether project will encourage efforts of the country to: (a) increase the flow of international trade; (b) foster private initiative and competition; (c) encourage development and use of cooperatives, credit unions, and savings and loan associations; (d) discourage monopolistic practices; (e) improve technical efficiency of industry, agriculture and commerce; and (f) strengthen free labor unions.	Project is aimed primarily at improving ability of public employees to participate in development projects and meet development objectives in their areas. Training emphasis will be placed on encouraging private sector initiatives (e.g. production incentives for small farmers) which may lead to improved rate of development.
8. FAA Sec. 601(b). Information and conclusion on how project will encourage U.S. private trade and investment abroad and encourage private U.S. participation in foreign assistance programs (including use of private trade channels and the services of U.S. private enterprise).	Project will contract with private U.S. individuals and organizations specialized in aspects of development training
9. FAA Sec. 612(b); Sec. 636(h). Describe steps taken to assure that, to the maximum extent possible, the country is contributing local currencies to meet the cost of contractual and other services, and foreign currencies owned by the U.S. are utilized to meet the cost of contractual and other services.	Project Financial Plan calls for the GOZ to finance in-country costs from local currency counterpart funds.
10. FAA Sec. 612(d). Does the U.S. own excess foreign currency of the country and, if so, what arrangements have been made for its release?	N/A
11. FAA Sec. 601(e). Will the project utilize competitive selection procedures for the awarding of contracts, except where applicable procurement rules allow otherwise?	Yes

12. FY 79 App. Act Sec. 608. If assistance is for the production of any commodity for export, is the commodity likely to be in surplus on world markets at the time the resulting productive capacity becomes operative, and is such assistance likely to cause substantial injury to U.S. producers of the same, similar, or competing commodity?	N/A

B. FUNDING CRITERIA FOR PROJECT

1. Development Assistance Project Criteria

a. FAA Sec. 102(b); 111; 113; 281a. Extent to which activity will (a) effectively involve the poor in development, by extending access to economy at local level, increasing labor-intensive production and the use of appropriate technology, spreading investment out from cities to small towns and rural areas, and insuring wide participation of the poor in the benefits of development on a sustained basis, using the appropriate U.S. institutions; (b) help develop cooperatives, especially by technical assistance, to assist rural and urban poor to help themselves toward better life, and otherwise encourage democratic private and local governmental institutions; (c) support the self-help efforts of developing countries; (d) promote the participation of women in the national economies of developing countries and the improvement of women's status; and (e) utilize and encourage regional cooperation by developing countries?	A major objective of the project will be to train public employees throughout the country to orient development efforts to the benefit of the rural poor. Where appropriate trainees will be informed of the advantages and uses of such development mechanisms as cooperatives and self-help. Trainees should become aware of the need to assure grass-roots participation in decision making and development efforts.

B.1.a.

b. FAA Sec. 103, 103A, 104, 105, 106, 107.

Is assistance being made available: (include only applicable paragraph which corresponds to source of funds used. If more than one fund source is used for projects, include relevant paragraph for each fund source.)

(1) [103] for agriculture, rural development or nutrition; if so, extent to which activity is specifically designed to increase productivity and income of rural poor; 103A if for agricultural research, is full account taken of needs of small farmers;

(2) [104] for population planning under sec. 104(b) or health under sec. 104(c); if so, extent to which activity emphasizes low-cost, integrated delivery systems for health, nutrition and family planning for the poorest people, with particular attention to the needs of mothers and young children, using paramedical and auxiliary medical personnel, clinics and health posts, commercial distribution systems and other modes of community research.

(3) [105] for education, public administration, or human resources development; if so, extent to which activity strengthens nonformal education, makes formal education more relevant, especially for rural families and urban poor, or strengthens management capability of institutions enabling the pooer to participate in development;

The project will strengthen the ability of public servants at several levels to manage and direct resources in order to enhance participation of the poor in national development.

B.1.a. (4)

(4) [106] for technical assistance, energy, research, reconstruction, and selected development problems; if so, extent activity is:

(i) technical cooperation and development, especially with U.S. private and voluntary, or regional and international development, organizations;

(ii) to help alleviate energy problems;

(iii) research into, and evaluation of, economic development processes and techniques;

(iv) reconstruction after natural or manmade disaster;

(v) for special development problem, and to enable proper utilization of earlier U.S. infrastructure, etc., assistance;

(vi) for programs of urban development, especiall small labor-intensive enterpris marketing systems, and financial or other institutions to help urban poor participate in economic and social development.

c. [107] Is appropriate effort placed on use of appropriate technology?

Appropriate technologies will be utilized in the training component dealing with rural road rehabilitation and maintenance

d. FAA Sec. 110(a). Will the recipient country provide at least 25% of the costs of the program, project, or activity with respect to which the assistance is to be furnished (or has the latter cost-sharing requirement been waived for a "relatively least-developed" country)?

The GOZ is providing approximately 60% of project cost

e. FAA Sec. 110(b). Will grant capital assistance be disbursed for project over more than 3 years? If so, has justification satisfactory to the Congress been made, and efforts of other financing, or is the recipient country "relatively least developed"?	No.
f. FAA Sec. 281(b). Describe extent to which program recognizes the particular needs, desires, and capacities of the people of the country; utilizes the country's intellectual resources to encourage institutional development; and supports civil education and training in skills required for effective participation in governmental and political processes essential to self-government.	Programs will be designed on the basis of field research and consultation with experienced GOZ managers to insure that the needs, desires and capacities of the people will be reflected in project supported training activities. National intellectual resources will be drawn upon heavily in the design and implementation of training programs.
g. FAA Sec. 122(b). Does the activity give reasonable promise of contributing to the development of economic resources, or to the increase or productive capacities and self-sustaining economic growth?	N/A
2. Development Assistance Project Criteria (Loans Only)	N/A
a. FAA Sec. 122(b). Information and conclusion on capacity of the country to repay the loan, including reasonableness of repayment prospects.	
b. FAA Sec. 620(d). If assistance is for any productive enterprise which will compete in the U.S. with U.S. enterprise, is there	

an agreement by the recipient country to prevent export to the U.S. of more than 20% of the enterprise's annual production during the life of the loan?

B.

3. Project Criteria Solely for Economic Support fund — N/A

a. FAA Sec. 531(a). Will this assistance support promote economic or political stability? To the extent possible, doest it reflect the policy directions of section 102?

b. FAA Sec. 533. Will assistance under this chapter be used for military, or paramilitary activities?

ANNEX 10

REPUBLIQUE DU ZAIRE

JUL 31 1979

Présidence de la République

ACTION TAKEN

NAME ..... DATE .....

KINSHASA, LE 31 juillet 1979

N° 1660 /CGP/SG/SED/DM/mto/T

Président de la République

Commissariat Général au Plan

USAID/ZAIRE

ACTION	INFO
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RIM	
ADMIN	

ACTION DUE 8-8-79

A Monsieur Norman STARR
Directeur de l'U.S.A.I.D.
B.P. 8539
KINSHASA/Z

OBJET : Requête de demande d'aide
Projet 660-068

Monsieur le Directeur,

J'ai l'honneur de vous réaffirmer que le Commissariat Général au Plan souhaite vivement solliciter une aide à l'A.I.D. pour l'exécution du projet 660-068 "Formation des Cadres pour le Développement".

Ce projet a été initié conjointement par l'U.S.A.I.D. et le Commissariat Général au Plan. Son objectif primordial est de fournir un appui financier et technique pour les programmes de formation de courte, moyenne et longue durée dont l'objet est l'élimination des entraves au développement socio-économique du Zaïre dans les domaines qui revêtent une importance particulière.

L'exécution dudit projet s'effectuera en deux étapes principales : La première phase de 18 mois dite expérimentale permettra de s'assurer que le projet dans cette période arrive à atteindre les objectifs qui lui sont assignés d'une part, et indiquera par ailleurs la validité des hypothèses de base afin de contribuer efficacement au développement des ressources humaines. Pendant cette étape, le projet restera attaché au Commissariat Général au Plan duquel il recevra toutes les instructions relatives à la poursuite des actions programmées conformément aux décisions prises par le Conseil Exécutif.
La deuxième phase ne sera bien précise qu'après l'évaluation décisive qui déterminera des orientations définitives à donner au projet. Elle couvrira une période de 18 mois également. La durée du projet est de trois ans.

Le Conseil Exécutif attache une attention particulière à la formation des compétences dans les secteurs d'activité socio-économique de notre pays. Ainsi, le Zaïre, contribuera pour l'équivalent de : 7.319.032,467 dol.us. qui proviendront des Fonds de Contrepartie pour un coût total du projet de 9.861.506,941 dol.us.

.../...

4155, rue des Tanneurs - B.P. 9378 - Kinshasa 1 - Tél. 31312 - 31316 - 32343 - Telex 21731

Les estimations ont été faites en tenant compte de l'inflation.

Pour plus de précision, je vous transmets en annexe à cette demande d'aide, les renseignements nécessaires devant permettre l'A.I.D. d'apprécier l'opportunité de l'aide que le Conseil Exécutif sollicite.

Veuillez agréer, Monsieur le Directeur, l'expression de mes sentiments les meilleurs.

POUR LE COMMISSAIRE GENERAL
(en mission)

SEKA DUKORO BAHIMANZI
Secrétaire d'Etat

Annexe 1 (comptée)

REPUBLIQUE DU ZAIRE

Présidence de la République

Commissariat Général au Plan

KINSHASA, LE 3 août 1979

N° / 1710 / C G P / SG/[illegible]/[illegible]/79

A Monsieur Norman L. [illegible]
Directeur de l'USAID
KINSHASA/GOMBE.-

CONCERNE : Projet 660-0068

Monsieur le Directeur,

En réponse à votre lettre du 2 août 1979 relative à la requête de demande d'aide "Projet 660-0068" j'ai l'honneur de vous apporter les précisions que voici :

1. Contribution de l'USAID

- Assistance technique	: 1.338.388 $
- Formation	: 1.074.556 $
- Equipement et autres	: 111.530 $
TOTAL	: 2.544.474 $

2. Quant à la prise en charge par le Gouvernement du Zaïre des dépenses récurrentes, cette contribution du Conseil Exécutif se réalisera par les Fonds de Contrepartie en totalité; sous réserve que ces fonds seront soumis au même principe de gestion que les budgets d'investissements 1979-1981

Veuillez agréer, Monsieur le Directeur, l'expression de ma considération distinguée.

LE SECRETAIRE D'ETAT,

SERGE SOLONGO-[illegible]

COMMISSARIAT GENERAL AU PLAN

[illegible] - B.P. [illegible] - Kinshasa 1 - Tél. [illegible] - Télex [illegible]

BEST AVAILABLE DOCUMENT

Justification: Source/Origin Waiver to Procure Non-U.S. Manufactured Vehicles

(a) Cooperating Country	:	Zaire
(b) Name of Importer	:	USAID/Kinshasa
(c) Description of Commodities	:	Two Passenger Cars (Renault-4 or Equivalent) with Spare Parts
(d) Nature of Funding	:	Grant
(e) Approximate Value of Commodities Subject to Waiver	:	$25,000
(f) Probable Source	:	Congo
(g) Probable Origin	:	France United Kingdom

Discussion: USAID/Zaire has stated that transportation within the city of Kinshasa will be critical to the functioning of the project staff for the subject project. A small American passenger care of the Renault-4 type is not available locally in Zaire, and it would be many months before a vehicle of this type could be delivered to Kinshasa unless it can be purchased nearby in Brazzaville. If transportation is not furnished to the project staff as scheduled, both the project start-up date and the date for a major increase in the project management workload several months later would be delayed to the point where the project would fail before its approach would have been tested in its initial phase (Phase I).

Section 636(i) of the Foreign Assistance Act of 1961, as amended, prohibits the use of FAA funds for the purchase or long-term lease of motor vehicles unless such vehicles are manufactured in the United States. When special circumstances exist, the provisions of Section 636(i) may be waived in order to carry out the provisions of the Act.

Justification: A.I.D. Handbook I, Supplement B, Chapter 4C2(d) permits the Assistant Administrator to waive the requirements of 636(i) when there is a present or projected lack of adequate service facilities and supply of spare parts for U.S. manufactured vehicles.

There are no existing local dealerships in Zaire that sell American passenger cars and spare part supplies and maintenance facilities to support small U.S. manufactured vehicles. GM/Zaire assembles only light and heavy trucks, and has not developed the capacity to provide adequate supplies and maintenance facilities for other than these specific products. Until such time that U.S. manufacturers have developed such local dealership capability, with sufficient spare parts and service/maintenance facilities - there is no reasonable alternative to the purchase of non-U.S. manufactured vehicles. The only small vehicles for which there are available spare parts, and which can be repaired and maintained adequately in Zaire, are of non-U.S. manufacture. French and British manufactured vehicles are well known and widely used throughout the country. Local mechanics are trained in their maintenance and adequate spare parts and maintenance facilities are available.

Recommendation: For the above reasons, it is recommended that you: (1) approve a vehicle procurement source/origin waiver from A.I.D. Geographic Code 000 to A.I.D. Geographic Code 935; (2) conclude that special circumstances exist requiring a waiver of Section 636(i) of the Foreign Assistance Act of 1961, as amended; and (3) certify that exclusion of procurement from Free World countries other than the cooperating country and countries included in Code 941 would seriously impede attainment of U.S. foreign policy objectives and objectives of the foreign assistance program.

ACTION COPY

Department of State

INCOMING TELEGRAM ANNEX 12

PAGE 01 KINSHA 08528 141601Z 024334 AID0304

ACTION AID-35

ACTION OFFICE AFDR-06

INFO AAAF-01 AFRA-03 AFDP-02 AFCA-03 RELO-01 MAST-01 AFDA-01 /018 A3 2

INFO OCT-01 /036 W

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FM AMEMBASSY KINSHASA
TO SECSTATE WASHDC IMMEDIATE 3677

UNCLAS KINSHASA 8528

AIDAC

E.O. 12065: N/A
SUBJECT: DEVELOPMENT MANPOWER TRAINING (660-0069)

REF: STATE 180204

JUSTIFICATION FOR EXCEPTION TO HOST COUNTRY CONTRACTING POLICY AS FOLLOWS:
MISSION HAS DETERMINED TO PROCURE GOODS/SERVICES ON BEHALF OF THE GRANTEE FOR SUBJECT PROJECT DUE TO GOZ POOR CONTRACTING PERFORMANCE IN THIS SECTOR AND INADEQUATE STAFF RESOURCES. THE GOZ COMMISSARIAT GENERAL, THE OFFICE WITH WHICH WE ARE WORKING, ALSO LACKS SUFFICIENT EXPERIENCE AND COMPETENCE IN CONTRACTING METHODS AND MANAGEMENT SKILLS.
OAKLEY