

2657  
UNCLASSIFIED

PROJECT PAPER

MAURITANIA  
HUMAN RESOURCES DEVELOPMENT  
(682-0233)

Approved:  
August 21, 1984

AGENCY FOR INTERNATIONAL DEVELOPMENT

UNCLASSIFIED

**ACTION MEMORANDUM FOR THE MISSION DIRECTOR, USAID/MAURITANIA**

**FROM :**   
Walter W. Boehm, PROG

**SUBJECT: Mauritania Human Resources Development Project (682-0233);  
Project Authorization**

**I. ACTION:**

Your approval is requested for a grant of \$6,000,000 from the FAA Section 121 (Sahel Development) appropriation to the Government of the Islamic Republic of Mauritania (GIRM) for the Mauritania Human Resources Development Project (682-0233). It is planned that a total of \$1,000,000 will be obligated during FY 1984. The life of project is seven years, funding to be obligated during the initial five years.

**II. DISCUSSION:**

**A. Project Description**

The Mauritania Human Resources Development Project is designed to improve the developmental, technical and administrative capacity of Mauritanian public and private sector institutions and personnel to meet the country's food security needs through a program of formal and informal training of varied types, and improvement in human resources planning. The Project Authorization Document which is attached hereto provides a summary description of the project.

**B. Design Issues**

Issues which have been addressed in the design of the project include the following:

1. The organizational location of the implementation functions within the Mauritanian Government. The option that has been recommended to the GIRM is to locate this in the Directorate of Planning, for reasons which are discussed in the attached Project Paper. A covenant for the GIRM to make a formal designation of the responsible implementation officer will be included in the Project Agreement.
2. Assurances that the private sector will be encouraged and assisted to participate in the training offered are contained in a covenant to be included in the Project Agreement.
3. Another covenant commits the GIRM to continue paying its civil servants' salaries while they receive training and to assure them employment in their areas of expertise upon return.

4. Local management-level seminars (optimally two each year) will be devoted to discussion of important development policy and planning issues related to attaining the goal of national food security. The Ministry of Plan will be charged with proposing appropriate seminar subjects.

The total funding level for this project is \$7.1 million, including the \$6 million AID contribution and an additional \$1.1 million worth of in-kind contributions from the GIRN. These funds can be broken down as follows:

<u>Item</u>	<u>Amount (\$000)</u>
<b>1. <u>AID Contribution</u></b>	
Training	2,955
Technical Assistance	1,732
Commodities	160
Monitoring	232
Inflation (4.5% per year compounded)	624
Contingencies	<u>297</u>
Total AID Contribution	6,000
<b>2. <u>GIRN Contribution</u></b>	
(Valued at 65 UM to the \$, in salaries of in-service trainees, facilities for in-country training)	<u>1,100</u>
<b>TOTAL PROJECT COSTS</b>	<b>7,100</b> *****

### **III. CONGRESSIONAL AND LEGISLATIVE REQUIREMENTS**

A notification to the Congress has been submitted by AID/W on July 25 and cleared on August 9.

Financial management arrangements have been designed to ensure that the concerns of FAA Section 121(d) will not be applicable. A proposal for a negative determination by AA/Africa Bureau was submitted on 19 July, 1984 (Nouakchott 03328), and was subsequently approved.

There is no construction component in the HRD Project; therefore, the concerns of FAA Section 611(e) are not applicable.

## PROJECT AUTHORIZATION

Islamic Republic of Mauritania

Human Resources Development  
Project 682-0233

1. Pursuant to Section 121 (Sahel Development) of the Foreign Assistance Act of 1961, as amended, I hereby authorize the Human Resources Development Project for Mauritania, involving planned obligations of not to exceed \$6,000,000 in grant funds over a five year period from date of authorization. This authorization is subject to the availability of funds in accordance with the A.I.D. OYB/allotment process, to help in financing foreign exchange and local currency costs for the project. The planned life of project is seven (7) years from the date of initial obligation.
2. The Mauritania Human Resources Development Project is designed to improve the technical and administrative capacity of Mauritanian public and private sector institutions and personnel to meet the country's food security needs through a program of formal and informal training of varied types, and improvement in human resources planning.

Mauritania suffers serious skills deficiencies in sectors that are concerned with agricultural production and fishing and with food procurement, processing, distribution and marketing. This exacerbates the grave crisis situation now facing the country, which currently is able to produce only a small fraction of its cereals consumption needs. The persistent Sahel drought is largely the cause of the current crisis. However, efforts of the Government and of food producers to increase efficiency of domestic production are hampered by inadequacies in technical skill levels of farmers, extension personnel and fishermen. Other personnel who are concerned with food trade and distribution functions including food relief are inefficient in performing receipt, warehousing, transport, marketing and accounting functions because of inadequate skills and knowledge. Additionally, the government has been unable to effectively analyze and address these deficiencies because it lacks personnel with knowledge in human resources planning and human resources development.

The human resources development project will help Mauritania to alleviate these inadequacies by providing assistance in professional and skills training. The focus of this assistance will be on those organizations and individuals which, with improved technical and administrative expertise, can have the greatest impact toward assuring food security for Mauritania. The project will also endeavor, through training and a series of local, management-level seminars, to raise the capability of the government to deal with substantive development matters and human resources development on a continuing basis.

The project focuses attention on food security, support to GIRM relief operations including food distribution, improved human resource capacity in agricultural production, and improved transport and marketing, all of which are primary concerns in current A.I.D. country strategy.

Host country participation will be coordinated through the Directorate of Planning within the Ministry of Planning and Regional Development, and will include participation in the development of various ministries' training plans, the selection of candidates and training institutions, identification of local seminar subjects, payment of salaries to in-service trainees, and provision of facilities for in-country training.

Beneficiaries will, in the first instance, be those individuals who receive the training and who will become more efficient in their areas of responsibility. Ultimate beneficiaries will be Mauritanian consumers who will enjoy a greater assurance of food availability.

3. The Project Agreement with the Islamic Republic of Mauritania (GIRM) shall be subject to the essential terms and major conditions which are contained in the attached Project Paper. The following covenants by the GIRM will be incorporated:

- To designate an appropriate senior official of the Ministry of Plan who will serve as the responsible Project Implementation Officer to coordinate HRD Project activities on behalf of the GIRM.
- To identify and to propose appropriate candidates for training, within the criteria of the HRD Project.
- To continue to pay salaries to GIRM civil servants who are selected for training, in accordance with existing GIRM policies and procedures, and to reintegrate them following their training into functions which will utilize their new capabilities.
- To propose appropriate subjects in the food security policy and planning areas for local training seminars.
- To develop, publish and implement policies and procedures which will encourage and assist qualified applicants from the private sector to seek training and to participate in seminars, as appropriate within the criteria of the HRD Project.

4. Commodities financed by A.I.D. under the project shall have their source and origin in A.I.D. Code 000 (U.S.) and in the Cooperating Country, except for the procurement of one vehicle (as outlined in paragraph 5 below), and as A.I.D. may otherwise agree in writing.

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5. With regard to procurement of one passenger vehicle and accompanying spare parts for the Human Resources Development Project, and based on the justification set forth in the attached Project Paper, Section 3.4, (1), I hereby conclude that special circumstances exist which merit a waiver of the provisions of 636(i) of the Foreign Assistance Act of 1961, as amended; (2) I approve a vehicle procurement source/origin waiver from Geographic Code 000 to Code 935; and (3) I certify that exclusion of procurement from free world countries other than the cooperating country and countries included in code 941 would seriously impede the attainment of U.S. foreign policy objectives and the objectives of the foreign assistance program.



Donald F. Miller  
Director, USAID/Mauritania

Clearances: HRD:JHope (draft)  
HRD:CWise (draft)  
ADD:WBoehm (draft)

Drafted : PROG: ~~CBrown~~ *CBrown*

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<b>AGENCY FOR INTERNATIONAL DEVELOPMENT</b> <b>PROJECT DATA SHEET</b>	<b>1. TRANSACTION CODE</b> <input type="checkbox"/> A = Add <input type="checkbox"/> C = Change <input type="checkbox"/> D = Delete	Amendment Number _____	<b>DOCUMENT CODE</b> <b>3</b>
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<b>2. COUNTRY/ENTITY</b> MAURITANIA	<b>3. PROJECT NUMBER</b> 682-0233
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<b>4. BUREAU/OFFICE</b> AFR	<b>5. PROJECT TITLE (maximum 40 characters)</b> HUMAN RESOURCES DEVELOPMENT
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<b>6. PROJECT ASSISTANCE COMPLETION DATE (PACD)</b> MM DD YY 1 2 3 1 9 0	<b>7. ESTIMATED DATE OF OBLIGATION</b> (Under 'B' below, enter 1, 2, 3, or 4) A. Initial FY <u>84</u> B. Quarter <u>4</u> C. Final FY <u>88</u>
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8. COSTS (\$000 OR EQUIVALENT \$1 = )						
A. FUNDING SOURCE	FIRST FY			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total						
(Grant)	( 1,000 )	(        )	( 1,000 )	( 5,000 )	( 1,000 )	( 6,000 )
(Loan)	(        )	(        )	(        )	(        )	(        )	(        )
Other U.S.						
1.						
2.						
Host Country					1,110	1,100
Other Donor(s)						
<b>TOTALS</b>	1,000		1,000	5,000	2,110	7,100

9. SCHEDULE OF AID FUNDING (\$000)									
A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) SH	600	700				1,000		6,000	
(2)									
(3)									
(4)									
<b>TOTALS</b>						1,000		6,000	

<b>10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)</b> 710      720      631	<b>11. SECONDARY PURPOSE CODE</b>
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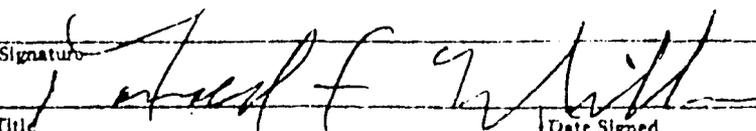
<b>12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)</b> A. Code      TNG B. Amount      3,000	
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**13. PROJECT PURPOSE (maximum 480 characters)**

To improve the technical and administrative capacity of Mauritanian public and private sector institutions and personnel to meet the country's food security needs, through a program of formal and informal training and improvements in human resources planning.

<b>14. SCHEDULED EVALUATIONS</b> Interim    MM YY    MM YY    Final    MM YY 0 9 8 7                                    0 9 8 9	<b>15. SOURCE/ORIGIN OF GOODS AND SERVICES</b> <input checked="" type="checkbox"/> 000 <input type="checkbox"/> 941 <input checked="" type="checkbox"/> Local <input type="checkbox"/> Other (Specify) _____
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**16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a \_\_\_\_\_ page PP Amendment.)**

<b>17. APPROVED BY</b>	Signature:  Title: Director, USAID/Mauritania	<b>18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION</b> Date Signed: MM DD YY 0 8 2 1 8 4
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# PROJECT PAPER - HRDP for Mauritania

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## 1.0 PROJECT RATIONALE and DESCRIPTION

### 1.1 Project Rationale

Food security is currently the major concern for Mauritians. Domestic food grain production has dropped precipitously during the past fifteen years, to the point where less than ten percent of Mauritania's consumer needs were met in 1983 through local production (due to particularly poor rainfall). Emergency food imports are essential to sustain the population. Archaic farming methods and practices, a weak policy framework for rural development and lack of efficient transportation and marketing are major factors limiting food production. The persistent drought during recent years has exacerbated the problems, and has made more imperative that attention be given to modernization and increased efficiency in the agricultural and marketing sectors. Mauritanian fisheries, an under-utilized renewable food resource, needs to be developed under Mauritanian enterprise, and promoted as an important alternative source of protein in local diets. National developmental planning needs to be upgraded on a rational basis, including identification of human resources training needs, and development of training programs which are targeted for maximum impact in the food security field.

Despite large continuing investments in education and training by the government and aid assistance organizations, severe deficits in capability and skills of public and private sector personnel persist, as well as shortages of people who are qualified to perform critical functions. The Human Resources Development (HRD) Project will strengthen capability for substantive development planning and human resource development, with particular focus on improved food security. It will identify organizations and personnel which, with improved administrative and technical

capabilities and expertise can have the greatest impact in alleviating Mauritania's food deficit problem. The project will assist these organizations and individuals with additional training. The project also will provide training and technical assistance to help the GIRM to achieve a more complete and efficient human resource planning and development capability.

## 1.2 Conformity with Strategy of the Government of Mauritania (GIRM)

Mauritania has set as a priority goal for itself to improve its food self-sufficiency. While realizing the limitations of the self-sufficiency rubric for Mauritania, USAID supports the GIRM's program to improve its food security situation as a key factor in the economic development of the nation. A major impediment has been the lack of the technical and administrative skills necessary to plan and implement food production activities, be they in the public or private sector.

On the public side, in 1980, the key ministries concerned with the planning or execution of productive activities (Rural Development, Fisheries, Planning, Transport, Labor and Health) had between them only 43 individuals trained at the post secondary level.\* A similar dearth of trained individuals exists in the private sector. This deficiency in technical and managerial skills assures an inability to direct and execute properly any sort of productive activity. This situation is further exacerbated by weaknesses in the skills of support staff such as bookkeepers, secretaries and clerical workers.

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\* Robert B. Charlin, Mauritania Human Resources Development Project Concept Paper, September, 1983, p. 3.

The nature of the problem and its consequences have been clearly recognized by the GIRM. The Fourth Five-Year Development Plan focusses on the development, over time, of a series of Mauritanian institutions which can provide professional and technical training at the post-secondary level. These institutions would address the country's specific national needs and reduce its dependence on third countries for professional, post-secondary training. However, the Plan takes cognizance of the fact that the development or upgrading of Mauritanian institutions of post-secondary education is a long-term proposition and that, in the interim, a great deal of post-secondary training must take place outside the country.\*

Both the current Five Year Plan and recent pronouncements by GIRM officials call for a closer linkage between post-secondary education and the country's actual requirements for trained manpower. This implies a capacity to engage in manpower planning and the ability to utilize the results to tailor post-secondary education programs to the needs of employers. A principal objective of such activities would be to increase the output of trained technicians in the applied sciences, such as agriculture, while moving away from the large numbers of trainees engaged in the study of such subjects as law and literature.

The project envisioned under AID financing is designed to meet immediate post-secondary education needs for professional personnel in the food security field through a program of in-country seminars and workshops, and participant training in the US and third countries; and to improve the

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\* Directorate de la Planification, Ministère du Plan et de l'Aménagement du Territoire, IVe Plan de Développement Economique et Social, Chapter V, Education, pp. 89-182.

The project also seeks to assist Mauritania in rationalizing training programs with employment requirements by bolstering the planning capacities of key agencies concerned with manpower development.

### 1.3 Conformity with AID Strategy

The principal goal of USAID's program in Mauritania, since its inception, has been to assist the country in improving its capacity to meet its own food requirements. Attempts to meet directly the challenge of the food security issue through assistance to production oriented activities have been severely handicapped by the paucity of well trained Mauritanian administrators and technicians. Our experience reflects that noted in the executive summary of the Africa Bureau Strategic Plan:

"...there is a great temptation to move immediately toward donor-financed direct action programs in agriculture, health, education and other fields in order to have a measurable and significant improvement in daily lives. Our experience, however, with direct action programs is that they frequently fail to have the desired impact because governments are already stretched too broadly, lack the institutional capacity to deliver services, lack the financial capacity to maintain delivery services, lack the trained manpower, and are unwilling to make policy changes which would enhance the potential for success."

Reference to the human resources constraint is found initially in the FY83 CDSS for Mauritania with the solution being left to inclusion of training elements in production-oriented projects. Subsequent program documents have noted the inadequacy of such an approach and advocated the development of activities which would specifically address the issues of manpower planning and human resources development. The effort is noted in those documents as

a sine qua non to increasing Mauritania's capacity to plan, design and implement development projects successfully. This approach was ratified in FY 83 program guidance to USAID/Mauritania (83 State 117942).

The FY 1986 CDSS for Mauritania focusses its development attention on food security, including the support of government relief operations, food distribution, and the development component of food security. The geographical focus is on the Mauritania River Valley, the "... only one area in Mauritania where substantial increases in food production are possible ...". The objectives include: improved and more effective research and extension; improved human resource capacity to plan and execute the Mauritanian River Valley Development Program; improved transport and marketing; policy reform to stimulate agricultural production; and the ultimate objective to which all others contribute, improved productive capacity, increased employment and incomes. The HRD Project is totally consistent with this strategy and these objectives.

#### 1.4 Project Objectives

The goal of the HRD Project is to contribute to Mauritania's ability to achieve food security. The purpose is to improve the technical and administrative capacity of Mauritanian public and private sector institutions and personnel to meet the country's food security needs through a program of participant training of varied types, formal and informal, and improvements in human resources planning. Organizations having direct or indirect responsibilities affecting food security for Mauritania will achieve more capability in substantive development planning, including human resource planning, for their functional programs. Technicians and managers who implement these programs will be more

qualified in their performance. This will include public and private sector organizations and personnel which are concerned with domestic food production and marketing, commercial food import and distribution, and emergency food aid planning and distribution.

Ultimately, it is expected that more rational development planning and the improvement of technical and administrative skills of personnel associated with food production will facilitate the transfer of technology, the dissemination of information on production and marketing and more efficient utilization of donor and host-country resources in the sector. Such a result will assist Mauritania in reducing the staggering food deficit which it now faces.

## 1.5 Project Elements

Major elements of HRD Project interventions are these:

### 1.5.1 Rural Development

An improved technology more effectively extended to agricultural producers. The rudiments of an extension system exist, ie, an agricultural research entity, an extension training institution, and a cadre of extension agents. What is missing is:

a) a fully qualified agricultural technical training cadre at the National Agricultural Training School in Kaedi. Only recently have expatriate instructors been replaced by Mauritians, and these do not have sufficient training fully to understand and effectively teach new techniques and technologies which the extension system must disseminate.

Up to seven instructors will receive long term training essential to the adequate performance of their functions.\*

b) The Agricultural Extension Service requires up-grading in order to better understand and effectively to transfer improved technology to farmers. A number of Agricultural Officers will be given long term training to improve their professional skills, to assist in the design and implementation of a positive extension program.

c) Other long and short term training in animal husbandry, environmental protection, irrigation engineering and rural roads construction will be offered through the HRD Project.

d) Seminars on agricultural development strategy and planning, agricultural production techniques and policies, and refresher courses for extension agents will receive funding assistance.

### 1.5.2 Fisheries

A fuller exploitation of ocean fisheries resources to provide a low-cost food alternative to Mauritians and the generation of a greater volume of foreign exchange which can be used to meet imported food requirements. Fisheries resources currently are heavily exploited by foreign ventures, and the catch largely is shipped to other countries. The potential for meeting much of Mauritania's own food requirements by proper use of this important renewable resource is great. To facilitate greater Mauritanian exploitation of its fisheries, HRD will train in these categories:

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\* An extension service can have little impact on agricultural production without appropriate technology suited to the needs of the farmers and extendable to them. Qualified research personnel must develop or verify such technology through in-country applied research. Current Mauritanian research personnel require upgrading to achieve capability necessary for this purpose. Training to assure this capability is being provided through a separate project of USAID assistance (Project 682-0239: Mauritanian Agr. Research I).

a) Management-level in business administration, economics, statistics and law as these relate to fisheries.

b) Management and marketing training in artisanal and industrial fisheries.

c) Fisheries resource management.

d) Port engineering and port administration.

e) In-country training in marine mechanics and fisheries refrigeration.

### 1.5.3 Food Procurement, Importing and Distribution

Governmental and private sector organizations and personnel involved in food procurement, importing and distribution will receive substantial attention in the HRD project. Problems generally reflect inadequate professional management and technical expertise of program managers and vocational skills deficiencies of clerical and bookkeeping staff and vehicle (diesel) mechanics. Training under HRD will include third-country business planning and management training for senior officials and managers of parastatal and private enterprises. In-country training will be conducted for typists, bookkeepers and other clerical personnel and vehicle mechanics.

The project will include special attention to the needs of the private sector and ways in which the project can help to address these needs. Enterprises which have been identified as important in food security are food processing enterprises, food transporters and marketers, and artisanal fisheries. Implementation procedures (see 2.4) will ensure that private entrepreneurs and other private sector personnel are well informed of long and short term training which is offered in their areas of activities.

Priority to private sector candidates in business management training will be given for up to 20% of such training offered through the project (includes general business administration, finance, accounting, marketing and office routines). A number of seminars in business management techniques will be conducted for the benefit of business entrepreneurs and other private sector personnel in activities involving food production, processing, distribution and marketing.

#### 1.5.4 Human Resource Development Planning

This HRDP emphasis crosses the areas of the other project elements. The HRD Project will provide training to help the GIRM to understand and forecast its human resources needs better, and to plan how it can meet those needs through skills upgrading. Under HRD, long-term training will be provided to nine planners, statisticians and analysts (Directorates of Plan, Higher Education, Technical Education, Civil Service and Labor) to improve Mauritania's capacity to function in this important field. Additionally, a series of important in-country seminars will be conducted by a U.S. organization experienced in human resources development and manpower planning techniques. Participants will be senior officials of the government who are concerned with various aspects of HR planning, including senior level line officials who must relate manpower needs to their particular operational functions.

The project includes technical advisory assistance which will provide a follow-up with the ministries as their functional programs, training needs and training plans are analyzed and developed during HRDP project implementation (see 2.2).

A longer term objective, but one having significance in the way the HRD Project is designed for implementation, is to strengthen central coordination of human resource planning, and H.R. development implementation. Functional ministries can be expected to gain a better appreciation of an effective central coordination through the experience of HRDP implementation, in which professionally recognized criteria and procedures in human resource planning and development are applied.

## 2.0 PROJECT IMPLEMENTATION

### 2.1 The Implementing Agency

The Directorate of Planning within the Ministry of Plan and Regional Development has been chosen as the locus for coordinating implementation of this project. The Director of Planning will serve as the principal counterpart to the leader of the technical assistance team which will function as part of the Human Resources Division of the Directorate's Sectoral Programs Service. This Service is charged with overseeing the accomplishment of economic programs, establishing and monitoring sectoral policies and strategies, identifying and rank ordering action programs, and the periodic evaluation of those programs.

Only Plan is in a position to provide the broad-ranging coordination and communication which will be required properly to implement the overall substantive planning effort, the human resources planning effort and the participant training component of the project. Plan's interest in defining human resources requirements in terms of the country's general development strategy and employment needs is key to the planning aspect of the project. Once Plan and the various technical ministries agree upon the

specific training needs to be met under the project, the technical ministries will each work with the Ministry of Higher Education, Staff Training and Civil Service to select specific candidate and establish the nominees' official training status in accordance with existing GIRM procedure. Once approval is provided however, the documentation will then be forwarded to the HRDP team at the Directorate of Planning for processing prior to forwarding to USAID for review.

The Human Resources Division of the Directorate of Planning is currently staffed by one individual. Some clerical staff exists, but only at the Service and Directorate levels. Given this situation, the HRDP budget makes allowances for the provision through the technical assistance function of additional administrative and clerical staff during the life of the project, to prevent the project from overwhelming the existing staff with the requirements of a substantial AID-supported activity. While occupied with a range of responsibilities, both the Director of Planning and the Chief of the Sectoral Programs Service will be available to assist in the definition of substantive developmental needs to be supported by training seminars and training programs, and to undertake the day-to-day counterpart actions required for the proper functioning of the project.

## 2.2 Technical Assistance

A technical assistance team will be provided through an institutional contract with USAID to assist in the implementation of the project. The team will work with and through the Directorate of Planning as the counterpart implementing agency having responsibility for the HRD Project.

USAID will supervise and monitor the technical assistance team and its functions through the Human Resources Development Office.

The HRD technical assistance team, in association with its GIRM counterparts, will make all HRD Project training arrangements. Training will be based on plans jointly developed by the T.A. team, its counterparts in the Directorate of Planning and the responsible GIRM line ministries. HRD Project out-of-country training will require arrangements for as many as 80 to 90 participants over seven years (see 2.3). Arrangements will be made through established PIO/P documentation, and coordinated through the AID/W Office of International Training and appropriate USAIDs in third countries. USAID/Mauritania will be involved in sign-off on implementing and processing documentation. However, preparation of documents, timing of actions, communications with AID/W and training institutions, arrangements for participant travel, pre-travel orientation, maintenance of records on participant training, etc. will be initiated and administered by the GIRM/TA team.

Arrangements for in-country group training will likewise be a concern of the GIRM/TA team. These will involve negotiations and understandings with in-country training institutions as to purpose, scope, mode, timing, numbers of trainers, financial arrangements for tuition and other student costs, and liaison with organizations whose personnel are to be offered the training programs. The GIRM counterpart office in the Directorate of Planning will coordinate the negotiations with the organizations and the training institutions, but the major administrative workload will be assumed by the TA team. Administrative self-support will be built into the TA contract to the maximum practical extent, including arrangements for

office operations, local employee recruitment and administration (contract team), vehicle operation and maintenance, etc.

Key members of the HRD Project contract team will be as follows:

Team Leader (senior advisor), who will be a human resource planner/manager with field experience and French language ability. This position would be filled from the time of contracting for a duration of four years.

Administrative Management Advisor with fluency in French, and ability to manage office routines (finance, personnel management, supplies, clerical services, transportation, etc.). This position is required during the first two years that the contract team is in country.

Mauritanian Administrative Specialist, with adequate English language ability, to perform training documentation functions and administrative arrangements for out-of-country training and trainees; and to assist in arranging for in-country group training programs. Position required for life-of-project.

Mauritanian (or TCN) Accountant with fluency in French and some facility in English to assist in financial accounting and control.

Local Support Staff required on the contract team will include a secretary, a clerk-typist, a chauffeur and a janitor.

USAID monitoring of the HRD Project and management of the implementing contract will be a responsibility of the Human Resources Development Office which is staffed with an AID direct-hire General Development Officer (GDO), and a Mauritanian Training Officer. The HRD Office will continue to administer participant training arrangements which are not a part of the HRD Project, such as AFGRAD, SMDP and USAID bilateral project training. For

the HRD Project, USAID direct responsibilities will be periodic monitoring of implementation progress as reported by the TA team, including evaluations of conformity of activities and priorities to evolving USAID strategies. USAID will look to the GDO to identify the policy thrusts and help resolve any constraints which emerge during the course of HRD Project implementation. The GDO will also be concerned with arranging and participating in evaluation exercises for the project. (See 5.0 and 7.0 for further elaboration of monitoring and evaluation functions).

### 2.3 Training

Organizations' training needs have been determined tentatively. They will be further verified and adjusted, as appropriate during the course of project implementation. This assessment will become the basis for identifying specific participants and for arranging individual or group training. Training out-of-country will be provided at either francophone African or U.S. institutions depending on the availability of programs in a given field and an assessment of the quality of the education provided. For U.S. long term training it will be necessary to provide an eight-month English language training element for each trainee.

### 2.3.1 Illustrative Training Schedule

The following training plan and schedule is based upon preliminary identification of governmental and private organizational needs for staff training and upgrading. Although the training of long-term participants in the United States projected for January 1985 has been firmly established, flexibility will be maintained for the remaining training within overall budget constraints and identified priority fields.

ORGANIZATION	PERSONS	PERSON MONTHS					ALL
		1985	1986	1987	1988	1989	1990
<u>MINISTRY RURAL DEVELOPMENT</u>							
<u>E.N.F.V.A., Kaedi</u>							
Agronomy - sorghum, millet, maize	1	12	12	8			32
Forestry	1	12	12	8			32
Animal Husbandry-Small Ruminants	1	12	12	8			32
Agricultural Engineering-Farm Machinery	1	12	12	8			32
Agricultural Engineering - Irrigation	1	12	12	8			32
Animal Science	1			12	12	8	32
Horticulture - vegetables and fruits	1			12	12	8	32
<u>Directorate Agriculture</u>							
Cereals Agronomy	1	12	12	8			32
Soil Science	1	12	12	8			32
<u>Directorate Animal Husbandry</u>							
Agronomy (forage crops)	1	12	12	8			32
Small Ruminants	1	12	12	8			32
Short-term Training	1		6				6
<u>Environmental Protection</u>							
Soil Science	1	12	12	8			32
Forestry	1	12	12	8			32
<u>SONADER</u>							
Irrigation Eng.	1	12	12	8			32
<u>MINISTRY OF PLAN</u>							
<u>Directorate of Plan</u>							
Manpower Planning	1	12	12	8			32
Social Statistics	1			12	12	8	32

ILLUSTRATIVE TRAINING SCHEDULE

U. S. (continued)

ORGANIZATION	PERSONS	PERSON MONTHS						ALL YEARS TOTAL PERS. MOS.
		1985	1986	1987	1988	1989	1990	
<u>MINISTRY HEALTH AND LABOR</u>								
<u>Directorate of Health</u>								
Nutrition	1		12	12	8			32
<u>Directorate Labor</u>								
Labor Economist	1			12	12	8		32
Manpower Planning	1			12	12	8		32
Statistics	1			12	12	8		32
<u>MINISTRY HIGHER EDUCATION</u>								
<u>Directorate of Higher Education</u>								
Educational Planning	1			12	12	8		32
<u>Directorate Technical Education</u>								
Educational Planning	1			12	12	8		32
<u>Directorate Civil Service</u>								
Employment Planning	1			12	12	8		32
<u>COMM. FOOD SECURITY</u>								
Nutrition Econ.	1			12	12	8		32
<u>MINISTRY FISHERIES</u>								
Artisanal Fisheries Management	2	24	24	16				64
Fisheries Investment Planning/ Development	2	12	12	20	12	8		64
Fisheries Resource Management	1	12	12	8				32
Fisheries Statistics	1			12	12	8		32
Port Engineering	1			12	12	8		32
Fisheries Law	1			12	12	8		32
TOTALS for U.S. Training	33	204	222	292	176	120	16	1030

ILLUSTRATIVE TRAINING SCHEDULE

THIRD-COUNTRY

ORGANIZATION	PERSONS	PERSON MONTHS					ALL YEARS TOTAL PERS. MOS.
		1985	1986	1987	1988	1989	
<u>MINISTRY RURAL DEVELOPMENT</u>							
<u>Directorate Agriculture</u>							
Horticulture	1	12	12				24
<u>Directorate Animal Husbandry</u>							
Short-term Training	4			12			12
<u>Directorate Rural Engineering</u>							
Hydrology	1		12				12
Topography	1		12	12	12		36
Irrigation Engineering	1		12	12	12	12	48
<u>MINISTRY HIGHER EDUCATION</u>							
<u>Directorate Civil Service</u>							
Documentation	1			9			9
<u>COMM. FOOD SECURITY</u>							
Business Administration	4		48	48			96
<u>SONIMEX</u>							
Financial Management	1		12	12			24
Business Administration	2		24	24			48
<u>MINISTRY FISHERIES</u>							
Financial/Business Administration	5		60	60			120
Industrial Fisheries Management	4		48	24			72

**ILLUSTRATIVE TRAINING SCHEDULE**

**THIRD-COUNTRY (continued)**

ORGANIZATION	PERSONS	PERSON MONTHS						ALL YEARS TOTAL PERS. NOS.
		1985	1986	1987	1988	1989	1990	
<b><u>MINISTRY FISHERIES</u></b>								
Fisheries Investment Planning/ Development	3				18			18
Fisheries Resource Management	4				12			12
Industrial Fisheries Marketing	2				18			18
Fisheries Economics	2				12			12
Port Administration	1				3			3
Fisheries Law	2				3			3
<b><u>PRIVATE/PARASTATALS</u></b>								
Business Administration	2		24	24				48
Business Administration	4			48	48			96
Business Administration	4				48	48		96
<b><u>MINISTRY TRANSPORT</u></b>								
<b><u>Public Works</u></b>								
Rural Road Engineering	1		12	12				24
Heavy Equipment Machinery	1		12	12				24
<b>TOTALS - Third-Country Training</b>	<b>51</b>	<b>12</b>	<b>180</b>	<b>333</b>	<b>270</b>	<b>60</b>	<b>-</b>	<b>855</b>

ILLUSTRATIVE TRAINING SCHEDULE

IN-COUNTRY VOCATIONAL

ORGANIZATION	PERSONS	PERSON MONTHS					ALL YEARS TOTAL PERS. MOS.
		1985	1986	1987	1988	1989	
<u>CSA, SONIMEX, FND, OTHER PARASTATALS &amp; PRIVATE SECTOR</u>							
Bookkeeping - CFPP	20		200				200
Bookkeeping - CFPP	20			200			200
Bookkeeping - CFPP	20				200		200
<u>CSA, SONIMEX, FND, OTHER, PARASTATALS &amp; PRIVATE SECTOR</u>							
Typing & Filing - CFPP	20		240				240
Typing & Filing - CFPP	20			240			240
Typing & Filing - CFPP	20				240		240
<u>CSA, SONIMEX, FND, OTHER PARASTATALS &amp; PRIVATE SECTOR</u>							
Transport Mechanics - CFPP	20		240				240
Transport Mechanics - CFPP	20			240			240
Transport Mechanics - CFPP	20				240		240
<u>FISHERIES PUBLIC/PRIVATE SECTOR</u>							
Refrigeration - Mamadou Toure	15		135				135
Refrigeration - Mamadou Toure	15			135			135
Refrigeration - Mamadou Toure	15				135		135
Marine Mechanics - Mamadou Toure	15		135				135
Marine Mechanics - Mamadou Toure	15			135			135
Marine Mechanics - Mamadou Toure	15				135		135
TOTALS - In-Country Vocational	270		950	950	950		2850

## 2.4 Implementation Plan Summary (see Annex A-5.3 for detailed plan)

<u>Calendar Year</u>	<u>Implementation Action</u>
4th Q84	<ul style="list-style-type: none"><li>- Project Agreement</li><li>- RFP for TA contract</li><li>- Identification and processing 1st group US participants</li><li>- Support commodities for TA team ordered</li></ul>
1st Q85	<ul style="list-style-type: none"><li>- First group US participants leave</li><li>- TA contractor selected and contract signed</li><li>- Residential properties leased for advisors</li></ul>
2nd Q85	<ul style="list-style-type: none"><li>- TA team arrives, is oriented, makes contact with GIRM</li><li>- Local staff for TA team recruited</li></ul>
3rd Q85	<ul style="list-style-type: none"><li>- Project Implementation Office (GIRM/TA team) reviews and refines training plan in discussions with organizations needing or furnishing training</li><li>- Identification and processing of 2nd group US participants begins</li></ul>
4th Q85	<ul style="list-style-type: none"><li>- First seminar in HR Planning arranged and conducted</li><li>- Identification and processing commences for TCT candidates who will leave in 1986</li><li>- Pre-planning commences for in-country training to be conducted by CFPP and Mamadou Toure Center</li></ul>
1st Q86	<ul style="list-style-type: none"><li>- Second group US participants departs</li><li>- Planning and publicity for first business management seminar for private sector and parastatal organizations</li><li>- Official announcements and request for candidates for training at CFPP and MT Center (training to commence Oct. 86)</li><li>- TA advisor visits third countries to plan TCT arrangements with training institutions and USAIDs</li></ul>
2nd Q86	<ul style="list-style-type: none"><li>- Candidates for CFPP and MT Center selected</li><li>- First business management seminar conducted</li><li>- Planning and publicity for second business management seminar (to be held Sept. 86)</li><li>- TCT institutions confirm planned training arrangements</li></ul>
3rd Q86	<ul style="list-style-type: none"><li>- Participants for TCT depart</li><li>- Second business management seminar conducted</li><li>- Identification and processing Jan. 87 US participants begins</li></ul>

Calendar Year

Implementation Action

- 4th Q86
- Training at CFPP and MT Center begins
  - Second seminar in HR Planning conducted
  - TCT commencing 1987 is planned; publicity to private sector

for 1987, 88 and 89, the above actions (for 1986) are repeated. Other key implementation actions during the final three years are:

- 3rd Q
- Return of one group TCT participants each year; assistance in their re-integration into appropriate assignments
- 4th Q
- Return of one group of US participants each year; assistance in their re-integration into appropriate assignments
- 2nd Q87
- One of the two IA advisors completes assignment
- 3rd Q87
- Seminar held in US in HR Planning for benefit of US participants in that study field
  - Project mid-term evaluation
- 2nd Q89
- Senior Ta advisor departs
- 3rd Q89
- Final Evaluation of HRDP

### 3.0 COST ESTIMATE and FINANCIAL PLAN

#### 3.1 Project Costs

A summary of costs and attributions is as follows (see Annex A.5.4 for details):

	<u>Thousand \$ US</u>	<u>Thousand \$ US</u>
<u>United States Grant Assistance (SDP Funds)</u>		
Training of Mauritians		
in United States	1717	
in Third Countries	598	
in-country training seminars	486	
	154	
Total for Training		2955
U.S. Technical Advisory Assistance		1732
Commodities		160
Monitoring and Evaluations		<u>232</u>
Sub-Total		5079
Inflation at 4.5% per year compounded		624
Contingencies		<u>297</u>
Total U.S. Grant Assistance		6000 (all FX)
<u>Host Country Contributions (Valued at 65 Ouguiya to the \$)</u>		
Salaries of in-service trainees; facilities for in-country trainings:		<u>1100 (all LC)</u>
<u>Project Total Costs</u>		7100
		====

Life of Project is seven years (FY 84 through 90). Obligations are planned during the first five years, as outlined in Annex A 5.4, table 3.

#### 3.2 Derivation of Project Costs

- US participant training (all costs) is based on AID/W estimates of \$20,000 per person year or \$1,667 per person month, as of 1984.

- Third Country Training costs are derived and averaged from estimates contained in AID Handbook 10, REDSO/WA Report 79-160 of 1981 (African-American Institute-Inventory of Selected Regional Training Institutions in West and Central Africa), and institutional information currently on file in USAID. Costs in 1984 are calculated at \$700 per person month.
- In-country training is based on information provided by CFPP and the Mamadou Toure Center as to their costs per student per year.
- Seminars vary substantially as to costs (see details in Annex A 5.4). Those for refresher training of agricultural extension agents and other in-service technical personnel will require minimal funding support, since they will be conducted primarily by existing Mauritanian faculty. Seminars for business entrepreneurs and private sector personnel will be under the auspices of the Fond National de Developpement and of the Confederation General de Employeurs de Mauritanie. Assistance for these is calculated at a somewhat higher amount to permit the sponsors to secure some non-governmental experts in business techniques to help conduct the seminars.

Four in-country seminars in Manpower Planning and Human Resource Development are programmed on the basis that they will be conducted by a US university or other institution with specialized expertise in that field. The institution will be expected to program all four seminars, including technical subject matter, to prepare seminar materials and to conduct the seminars in French in Mauritania. Cost estimates assume one American specialist, travel costs, institutional contract overhead and fee and miscellaneous in-country

costs. The same US institution will conduct one seminar in the U.S. for the US participants studying Manpower Planning.

- US technical advisory assistance (also detailed in Annex A5.4) will be provided through an institutional contractor which is capable and experienced in the field of economic development, in human resource development planning and implementation, in technical assistance and technology transfer, and in programming and coordinating training activities. Costs assume two Americans for a total of six person years, travel, housing and support costs, overhead and fee for the institutional contract organization, a local support staff and office space.
- Commodity requirements for the project are modest, being limited to support to the TA team (vehicle, office equipment and supplies) and a contingency amount for training equipment. Costs are based on Mission experience.

### 3.3 Financial Arrangements

All disbursements of US appropriated funds for activities of HRDP will be made and controlled by US implementing and support entities, primarily by the US contractual institution which provides the technical assistance, and, in selected cases (which are outlined in the following discussion), by USAID/Mauritania, USAIDs in third countries, and by AID/W. Host country contributions on behalf of HRDP will be disbursed through their usual processes.

Project funding will be obligated by Grant Agreements with the GIRM. US amounts will be sub-obligated through the established procedures and practices, primarily through project implementation orders:

- PIO/T for the technical assistance contract, including advisory services, support requirements, in-country training and seminars, and certain specified types of project commodities required by the advisory team.
- PIO/C for procurement of project requirements for which action must be taken by USAID in advance of arrival of the TA team (project vehicle; residential furniture for advisors).
- PIO/P for participant training in US or third countries.

The technical assistance contractor will establish banking arrangements with an appropriate Mauritanian bank in Nouakchott, and will establish acceptable controls over disbursements from local checking accounts. Procedures for converting US funds to local currency will be as specified by USAID in the TA contract.

Participant training costs will be disbursed as follows:

- For US and third country training, disbursements charged to PIO/Ps will be made by AID/W and by third country USAIDs per existing procedures.
- For in-country training and seminars, costs will be disbursed by the United States T.A. contractor. Disbursements will be based on statements of cost, together with certification by the TA contractor that the services have been satisfactorily provided.

Cost of contract services and commodities procured under project implementation orders will be disbursed by USAID per existing procedures.

### 3.4 Procurement Plan

Commodities for the HRD Project will be those required to support the technical assistance team, and some limited training commodities and equipment for in-country seminars and training. Some of the commodities will be procured by USAID in advance of arrival of the technical assistance team. The USAID commodity procurement specialist will utilize PIO/Cs and standard AID procurement procedures for the following requirements:

1 project vehicle	\$70,000*
2 sets household furnishings and appliances	\$40,000
3 standby generators	\$50,000
1 set office furniture and equipment 7 people:	\$20,000

The TA contract will include amounts for procurement by the contractor of office supplies, housing support expendables, vehicle operating supplies and maintenance services, project support services, including local personnel and the like. The contract also will include funding for the training commodities and equipment. The illustrative budget for these:

Expendable Supplies and Support Services:	60,000
Local Personnel:	202,000
Training Commodities and Equipment:	25,000
Rents and Utilities:	400,000

(For a detailed listing of TA contract costs, see Annex A-5.4).

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\* The project vehicle will be from a Code 935 source in order to insure that the manufacture is one which can be serviced and repaired in Mauritania. A source and origin waiver for approval by the Director, USAID/Mauritania is attached to this Section.

### Vehicle Source/Origin Waiver

Provisions of section 636(i) may be waived when special circumstances permit. Handbook 1, Supplement B, Chapter 4C2d(1)(a) states that special circumstances are deemed to exist when there is an "inability of U.S. manufacturers to provide a particular type of needed vehicle". The authority to determine that such circumstances prevail and to grant the appropriate waiver has been redelegated to USAID Schedule A Mission Directors by A.I.D. Delegations of Authority No. 140 "for motor vehicles which shall not exceed U.S. \$50,000.00 per transaction."

There are no facilities in Mauritania which stock vehicle spare parts for American made four-wheel drive vehicles. The vehicle to be provided for the Human Resources Development Project will be used for transportation to and from Kaedi and other field locations where four-wheel drive is required, in addition to providing project transportation in Nouakchott. It is imperative that this vehicle be reliably serviced and maintained. Non-U.S. source and origin four-wheel drive passenger vehicles are available in West Africa for which maintenance and repair facilities exist in Nouakchott. The vehicle proposed for purchase for the HRD Project will cost under \$25,000 which is well under the transaction limitation contained in A.I.D. Delegation of Authority No. 140.

**RECOMMENDATIONS:** It is recommended that you (1) conclude that special circumstances exist which merit a waiver of the provisions of 636(i) of the Foreign Assistance Act of 1961, as amended; (2) Approve a vehicle procurement source/origin waiver from Geographic Code 000 to Code 935; 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 the attainment of U.S. foreign policy objectives and the objectives of the foreign assistance program.

#### 4.0 PROJECT ANALYSES

##### 4.1 Economic Analysis Summary

Economic justification for training-type projects is based on least-cost analysis. Such analysis has been performed for the activities illustratively contained in this P.P. Alternative ways to accomplish the different types of training are considered, and the strategies chosen have been judged to be economically justified (see Annex 5-5.1). Tests of alternative strategies include such considerations as the quality of Mauritanian institutions and the availability of francophone African training programs. Lacking these training options, US training is justified in preference to training in Europe, or no training with continued Mauritanian dependence on third country nationals to fill operational needs.

Mauritania has a critical need for trained human resources in all sectors and at all levels. There is no question that the HRD Project, by targeting especially severe skill shortages in management and technical areas related to food security, is designed to generate large social benefits per dollar of costs. The economic analysis indicates that while the social return to investment in higher education in Africa is roughly 12 percent, the comparable figure for this project in Mauritania will be significantly higher. The scarcity of highly trained personnel and the country's dependence on costly foreign technical assistance tend to increase the social value of additional trained Mauritians. Furthermore, the project's focus on technical and managerial (as opposed to literary or theoretical training) also enhances the potential social benefits to be gained from this activity.

The direct impact on the GIRM's enhanced ability to supervise and manage the valuable fishing industry may alone generate an annual flow of benefits exceeding project costs. Certainly the GIRM's inability to administer properly rural development projects in the past has been the major constraint on the sector's absorptive capacity. Training proposed under HRD will go far toward alleviating this constraint.

The type of training financed by the HRD Project will have greater pay-offs than scattered participant training of the type financed by other donors and under previous AID programs. It is designed to improve Mauritania's ability to enhance its food security at the least cost.

#### **4.2 Social Analysis Summary**

The direct beneficiaries of the project will be the participants - the planners, managers, technicians and support personnel selected for training. Ultimately, as these individuals put their upgraded skills to use, the project will benefit the farmers, fishermen and others still in the traditional sector of the country's economy. An upgrading of agricultural extension and an enlargement of commercial fishing enterprises will facilitate modernization of farming practices and increased employment possibilities for farmers and former herders. These people have most directly suffered the impact of the persistent drought.

More efficient agricultural production, fisheries and food marketing and distribution, elements in the total food security concern, will result in benefits to the Mauritanian consumers in more and cheaper food. It will

have an impact on the national economy in reducing to a degree the dependence of the country on food imports.

The HRD Project does not contain risks of social disadvantage to any groups. Careful trainee selection processes should ensure that no ethnic group or social class is unfairly excluded. USAID experience with existing and past participant training gives reasonable assurance of this.

The project will strive to identify and select qualified female candidates for training opportunities wherever possible, in all organizations and activities which may be appropriate. For example, there are women graduates from the School of Public Health who have the background to undertake the training in nutrition proposed under the project. There are traditional social constraints which may impede provision of long term training out of country to some female candidates. However, positive efforts will be made to ensure that women receive equal consideration during the participant selection process.

The project meets the social soundness test. Annex A-5.2 provides additional discussion of social considerations, including a brief outline of the socio-cultural context of the project.

#### 5.0 MONITORING PLAN

Effective monitoring of the HRD project at critical points in time will be essential to successful implementation of the project. The contracted TA team will in large part be self-sufficient, both as to administrative and financial support requirements, and as to substantive professional guidance and advisory capability which the GIRM will require during project

implementation. There still will be the need for continuing attention to be paid by USAID, and certain key implementation tasks will be a responsibility of USAID personnel (see Section 2 and Annex A-5.3).

While some of the direct USAID functions will be specialized services (the Controller, the procurement specialist), the primary USAID oversight for HRD project management will be in the Human Resource Development Office. The GDO in charge of that office is the designated Project Manager.

In general, the monitoring objective is to ensure that the project progresses as a dynamic instrument addressing the critical project objectives, and that the existing design of the project remains valid within changing operational realities which cause adjustments in GIRM and/or USAID strategies and priorities. The monitoring also will ensure that implementation is following the project agreement (both AID and GIRM commitments), that the TA contractor is performing satisfactorily within terms of the contract, that statutory requirements with regard to use of project funds are being met, and that agreed priorities and schedules are being followed. A useful management tool for the monitoring office will be the guidelines and check-lists contained in AID Handbook 3, Chapter 11.

Of particular concern are actions which must be initiated by the USAID Project Manager:

- Actions which precede arrival of the TA contract team, notably the contracting processes, initial procurement of support commodities which must be on hand when the team arrives, and the processing of initial participant trainees.

- Actions of a continuing nature which require a direct USAID review and/or process (PIO/Ps as an example).
- Making arrangements for and participation in project evaluation exercises (mid-project and end of project).

The Project Manager will have responsibility for substantive liaison with the GIRM/TA contractor on project planning, especially as concerns the in-country components. He will participate with the GIRM/TA team in decisions on scheduling, focus of seminars, participants and publicity. The Project Manager will also give close attention to ensure that private sector candidates are accorded priority in business management training offered through the project (see 1.5.3).

## 6.0 CONDITIONS AND COVENANTS

In addition to the usual standard conditions and provisions which are incorporated in AID project agreements, the HRD Project will contain these covenants:

### 6.1 Covenants of the United States of America

- To provide, within available funds, the financial and technical assistance which is described in this document.

### 6.2 Covenants of the Islamic Republic of Mauritania

- To designate an appropriate senior official who will serve as Implementation Officer to coordinate HRD Project activities on behalf of the GIRM.
- To identify and to propose appropriate candidates for training, within the criteria of the HRD Project.

- To continue to pay salaries to GIRM civil servants who are selected for training, in accordance with existing GIRM policies and procedures, and to reintegrate them following their training into functions which will utilize their new capabilities.\*
- To develop, publish and implement policies and procedures which will encourage and assist qualified applicants from the private sector to seek training and to participate in seminars, as appropriate within the criteria of the HRD Project.
- To propose appropriate subject in the food security policy and planning areas for local training seminars.

## 7.0 PROJECT EVALUATIONS

### 7.1 Timing and Arrangements

The mid-term evaluation is scheduled for o/a September 1987 and the end-of-project evaluation for September 1989. While the project funding begins in FY 1984, the TA advisory team cannot be expected to arrive much before May of 1985, and most of the implementation activities will begin at that time. Thus, it is appropriate to schedule the first evaluation after two years experience of the technical assistance component of the project.

USAID will coordinate specific timing of the evaluation exercises with the Implementation Office, and discuss the composition of the evaluation team sufficiently in advance to permit arrangements to be made. A designee of the GIRM should be a member, as well as appropriate USAID representation. Funding is provided in the project budget for this purpose (\$50,000 for each evaluation).

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\* GIRM policy is to require in-service trainees to serve a minimum of ten years following scholarship training.

## 7.2 Essential Elements to be Evaluated

- Was a proper training plan developed?
- Has the training provided and received been in accord with the training plan? If not, in what respects was it different, and for what reasons?
- Have the selected training facilities and courses of study been appropriate?
- Has the training been performed efficiently?
- Have sufficient numbers of qualified candidates been made available for training opportunities, when offered?
- Have the selection and processing arrangements been efficiently performed by GIRM and USAID?
- Was the private sector sufficiently involved?
- Upon completion of training, were graduates appropriately assigned, and their new skills applied?
- Has the project had any discernable influence in substantive development policy
- Has management of project funds been efficient and adequately controlled?
- Has the contract TA team been professionally competent and administratively efficient?
- Has USAID monitoring and participation been adequate?

UNCLASSIFIED

ANNEX A-1  
STATE 09215/01

ACTION: AID-5 INFO: AMB DCM ECON JAO CHRON  
7ZCZCOUA303DAD LOC: 6158 04 029

RR RUEOK  
IF RUEHC #9215/01 0951503  
ZNR UUUUU ZZH  
R 041411Z APR 84  
FM SECSTATE WASHDC  
TO AMEMBASSY NOUAFCHOTT 6796

25 APR 84  
CN: 06167  
ORIG: AID  
DIST: AID

UNCLAS SECTION 01 OF 02 STATE 09215

AIDAC

E.O. 12356: N/A

TAGS:

SUBJECT: MAURITANIA HUMAN RESOURCES DEVELOPMENT PROJ  
(092-3233); GUIDANCE CABLE FOR PP DESIGN

REFS: (A) STATE 026492 (E) 83 STATE 117942  
(C) 83 STATE 322742

1. PER REF (A), PID FOR SUBJECT PROJECT WAS APPROVED  
BY ECPR HELD ON 22 MARCH. THE FOLLOWING GUIDANCE IS  
PROVIDED REGARDING THE DEVELOPMENT AND AUTHORIZATION OF  
THE PP.

2. LINKAGES TO DEVELOPMENT STRATEGY.

SUBJECT PROJECT PID WAS DEVELOPED FOLLOWING PROGRAM  
GUIDANCE PROVIDED TO USAID PER REF (B). THE GENERAL  
ORIENTATION OF THE PROJECT TOWARD ALLEVIATING THE HUMAN  
RESOURCE CONSTRAINT IN THE FIELD OF FOOD SECURITY WAS  
SATISFIED BOTH AT THE TIME OF DEVELOPMENT OF THE PROJECT  
CONCEPT (SEE REF C) AND BY THE 22 MARCH ECPR. HOWEVER NE-  
LESS, AS A CONSEQUENCE OF THE CURRENT STATUS OF THE

DEVELOPMENT OF USAID STRATEGY IN MAURITANIA, USAID MUST  
CAREFULLY REVIEW AGAIN AT THE PP STAGE ALL PROPOSED  
TRAINING UNDER THE SUBJECT PROJECT TO ENSURE THAT THE  
TRAINING IS DIRECTED TO THOSE INDIVIDUALS AND  
INSTITUTIONS WHICH WILL HAVE THE BROADEST IMPACT ON THE  
PEOPLE OF FOOD SECURITY AND WITH WHOM USAID ANTICIPATES  
A POSITIVE WORKING RELATIONSHIP IN THE EXECUTION OF ITS  
CURRENT AND FUTURE PROGRAMS. MISSION SHOULD BE PREPARED  
IN FUTURE YEARS TO ADAPT THE PROJECT IMPLEMENTATION PLAN  
TO ACCOMMODATE ANY SIGNIFICANT CHANGES IN USAID STRATEGY  
ADOPTED THROUGH THE CDSE PROCESS.

3. POLICY DIALOGUE.

CAREFUL CONSIDERATION OF THE LINKAGES BETWEEN  
DEVELOPMENT STRATEGY GOALS AND THE PROJECT'S TRAINING  
PROGRAM SHOULD ALSO PROMOTE AN IMPROVED DIALOGUE WITH  
MAURITANIA ON FOOD SECURITY QUESTIONS ONCE RETURNED  
PARTICIPANTS BEGIN TO ASSUME ROLES OF RESPONSIBILITY IN  
KEY MAURITANIAN INSTITUTIONS. THE PROJECT'S ROLE IN  
PROMOTING DIALOGUE ON IMPROVEMENTS IN THE HUMAN RESOURCE

	ACI	
DIR		X
S / ASST		
PROG	X	
PDO		
MGT		
SMO		
ARD		
FFP		
HNP		
HR		X
ENG		
CONT		
PER / TVL		
DUE DATE 4/11		
ANSWER		

UNCLASSIFIED

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PLANNING PROCESS SHOULD ALSO BE REINFORCED IN THE PP.

#### 4. ROLE OF THE TA TEAM.

THE PID TENDS TO EMPHASIZE THE TA TEAM'S ROLE IN ASSISTING THE GIRM TO MANAGE THE SELECTION AND PROCESSING OF PARTICIPANTS. THE PP SHOULD ALSO CONCENTRATE ON DEFINING THE TA TEAM'S INSTITUTIONAL DEVELOPMENT ROLE, THAT OF PROMOTING AN IMPROVED SYSTEM OF HUMAN RESOURCE PLANNING AND EXECUTION OF TRAINING PROGRAMS. WHILE THIS INSTITUTION-BUILDING ELEMENT IS REGARDED AS SIGNIFICANT, WE ALSO RECOGNIZE THAT THIS SINGLE PROJECT CANNOT BE EXPECTED TO PRODUCE AN IDEAL SYSTEM OF HUMAN RESOURCE PLANNING AND UTILIZATION FOR MAURITANIA. THE PP MUST DEFINE A REALISTIC SET OF OBJECTIVES FOR THE INSTITUTIONAL DEVELOPMENT EFFORT AND ENSURE THAT THE LIMITED RESOURCES OF THE PROJECT ARE CAPABLE OF MEETING THOSE OBJECTIVES.

#### 5. REQUIREMENTS FOR RETURNED PARTICIPANTS.

IT IS ESSENTIAL TO THE ACHIEVEMENT OF THE PROJECT'S ULTIMATE GOAL THAT PARTICIPANTS RETURN TO WORK IN THE FIELDS FOR WHICH THEY WERE CHOSEN FOR TRAINING. FURTHER INVESTIGATION SHOULD BE CONDUCTED AT THE PP STAGE OF THE GIRM'S POLICY REGARDING THE TYPE AND DURATION OF EMPLOYMENT REQUIRED OF RETURNED PARTICIPANTS.

REINFORCEMENT OF THE EXISTING POLICY OR SOME APPROPRIATE MODIFICATION THEREOF SHOULD BE MADE THROUGH ESTABLISHMENT OF A COVENANT IN THE PROJECT AGREEMENT WHICH WILL REQUIRE PARTICIPANTS TO RETURN TO WORK IN THEIR FIELD OF TRAINING FOR A SET PERIOD OF TIME TO BE DETERMINED THROUGH NEGOTIATIONS WITH THE GIRM.

#### 6. ENGLISH LANGUAGE TRAINING.

THE PID INVESTIGATED ELT PROSPECTS AND, FINDING NO SUITABLE ALTERNATIVE, BUDGETED FOR SIX MONTHS OF ELT IN THE U.S. ALTERNATIVES TO THIS OPTION SHOULD ONCE AGAIN BE INVESTIGATED AT THE PP STAGE INCLUDING AN IN-COUNTRY PROGRAM UTILIZING PCV TOEFL INSTRUCTORS OR THE THIRD-COUNTRY APPROACH PROPOSED UNDER SMDP II. SHOULD NO OTHER OPTION PROVE VIABLE, THE PP BUDGET SHOULD PROVIDE FOR AT LEAST EIGHT MONTHS OF U.S. TRAINING IN ENGLISH FOR EACH PARTICIPANT ATTENDING A U.S. INSTITUTION.

#### 7. BUDGETING

COST FIGURES USED IN THE PID TO BUDGET PARTICIPANT TRAIN-

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ING ARE APPROPRIATE FOR THE CURRENT PERIOD. HOWEVER, SINCE THE INFLATION FACTOR UTILIZED (TEN PERCENT) WAS NOT APPLIED ON AN ANNUAL BASIS, THE TOTAL COST OF TRAINING SHOWN IN THE PID MAY BE LOW. ALL BUDGET ITEMS, BUT PARTICULARLY THAT FOR PARTICIPANT TRAINING, SHOULD BE CAREFULLY REVIEWED AT THE PP STAGE. IF ANALYSIS INDICATES THAT ADDITIONAL FUNDS ARE REQUIRED, THE MISSION MAY AUTHORIZE THE PROJECT AT AN LOP COST NOT TO EXCEED DOLS 6.6 MILLION (NO MORE THAN TEN PERCENT ABOVE THE CURRENT BUDGET OF DOLS 6 MILLION). ✓

2. BUDGET AND LOGISTICS FOR PP DEVELOPMENT. PERSONNEL PROPOSED IN THE PID FOR FURTHER PROJECT DEVELOPMENT ARE DEEMED ADEQUATE. HOWEVER, THE BUDGET SHOULD BE INCREASED TO DOLS 15,000 PER PERSON MONTH, MAKING THE TOTAL DOLS 67,500 FOR 4.5 PERSON-MONTHS. ABE/W UNDERSTANDS FROM APO MACDONALD THAT MISSION HAS SUFFICIENT PM AND R FUNDS TO MEET THESE COSTS. MACDONALD AND SIMMONS WILL BEGIN IMMEDIATELY TO DRAFT RFP/T FOR IGC FIRM TO SUPPLY REQUIRED PERSONNEL. PROVIDED TIMELY STAFFING OF PP DESIGN TEAM, WE LOOK FORWARD TO MISSION AUTHORIZATION OF PP AND COMPLETION OF THE PROJECT BEFORE THE END OF JULY, 1994, AS SCHEDULED. BRUITZ

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## LOGICAL FRAMEWORK

MAURITANIA HUMAN RESOURCES DEVELOPMENT (682-0233)

ESTIMATED PROJECT COMPLETION DATE: FY 91  
DATE OF THIS SUMMARY: JULY 1984

NARRATIVE SUMMARY	OBJECTIVE VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<u>Goal:</u> To contribute to Mauritania's ability to achieve food security.	<u>Measures of Goal Achievement:</u> Donor supplied food commodities are reduced below average levels of 1980-1984.	Review of donated food statistics: GIRM, WFP, USAID.	Enhancement of technical and administrative capabilities of selected group of participants will have a significant impact on Mauritania's ability to achieve food security.
<u>Project Purpose</u> To improve the technical and administrative capacity of Mauritanian public and private sector personnel to meet the country's food security needs.	<u>End of Project Status:</u> Returned participants are working in responsible posts, for which they were trained, in organizations concerned with the food sector.	Review of employment records of GIRM, parastatal and private sector organizations participating in the project.  Participant tracking records maintained by the project.	Participants will return to Mauritania.  Employers will assign returned participants to the key positions for which they were trained.
<u>Outputs:</u> US participant training accomplished Third-Country Training accomplished In-country training program carried out. GIRM capacity to carry-out human resources planning is enhanced.	<u>Magnitude of Outputs:</u> 33 individuals for 1030 person months 51 individuals for 855 person months 270 individuals for 2430 persons months Eight receive HRP training US. Five seminars in HRP	Participant tracking records maintained by the project, based on information supplied by training institutions and oversight bodies such as S&T/IT.  GIRM employment records.	Qualified candidates for training exist.  Candidates identified will be released from current positions to receive training.
<u>Inputs (U.S.):</u> Training Tech. Assistance & Commod. Monitoring & Evaluation Inflation & Contingencies Total U.S. Inputs	<u>Magnitude of Inputs in \$000 U.S.</u> 2955 1892 232 921 6000	<u>Inputs (GIRM)</u> Salaries of participants Facilities for IC Trng	<u>Magnitude in \$000 U.S.</u> 1100 in kind

Statutory Checklist

## 1. COUNTRY CHECKLIST

Listed below are statutory criteria applicable generally to FAA funds, and criteria applicable to individual fund sources: Development Assistance and Economic Support Fund.

A. GENERAL CRITERIA FOR COUNTRY ELIGIBILITY

- |  |    |
|--|----|
| 1. <u>FAA Sec. 481.</u> Has it been determined that the government of the recipient country has failed to take adequate steps to prevent narcotic 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, from entering the U.S. unlawfully? | NO |
| 2. <u>FAA Sec. 620(c).</u> 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) the debt is not denied or contested by such government?  | NO |

3. 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? NO
4. FAA Sec. 532(c), 620(a), 620(f), 620D; FY 1982 Appropriation Act Secs. 512 and 513. Is recipient country a Communist country? Will assistance be provided to Angola, Cambodia, Cuba, Laos, Vietnam, Syria, Libya, Iraq, or South Yemen? Will assistance be provided to Afghanistan or Mozambique without a waiver? NO
5. ISDCA of 1981 Secs. 724, 727 and 730. For specific restrictions on assistance to Nicaragua, see Sec. 724 of the ISDCA of 1981. For specific restrictions on assistance to El Salvador, see Secs. 727 and 730 of the ISDCA of 1981. N/A
6. 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? NO
7. FAA Sec. 620(l). Has the country failed to enter into an agreement with OPIC? NO
8. FAA Sec. 620(o); Fisherman's Protective Act of 1967, as amended, Sec. 5. (a) Has the country seized, or imposed any penalty or sanction against, any U.S. fishing activities in international waters? NO

- (b) If so, has any deduction required by the Fishermen's Protective Act been made? N/A
9. FAA Sec. 620(g); FY 1982 Appropriation Act Sec. 517. (a) Has the government of the recipient country been in default for more than six months on interest or principal of any AID loan to the country? (a) N/A
- (b) Has the country been in default for more than one year on interest or principal on any U.S. loan under a program for which the appropriation bill appropriates funds? (b) NO
10. FAA Sec. 620(g). If contemplated assistance is development loan or from Economic Support Fund, has the Administrator taken into account the amount of foreign exchange or other resources which the country has spent on military equipment? (Reference may be made to the annual "Taking into Consideration" memo: "Yes, taken into account by the Administrator at time of approval of Agency OYB". This approval by the Administration of the Operational Year Budget can be the basis for an affirmative answer during the fiscal year unless significant changes in circumstances occur.) N/A
11. 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? (a) YES
- (b) YES
- (c) A bi-lateral assistance agreement is currently under negotiation.

12. 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? (Reference may be made to the Taking into Consideration memo.)
- While Mauritania is in arrears on its obligations to the U.N., such arrearages were taken into account by the Administrator in determining the current OYB.
13. FAA Sec. 620A; FY 1982 Appropriation Act Sec. 520. Has the country aided or abetted, by granting sanctuary from prosecution to, any individual or group which has committed an act of international terrorism? NO  
Has the country aided or abetted, by granting sanctuary from prosecution to, any individual or group which has committed a war crime? NO
14. FAA Sec. 666. Does the country object, on the basis of race, religion, national origin or sex, to the presence of any officer or employee of the U.S. who is present in such country to carry out economic development programs under the FAA? NO
15. FAA Sec. 669, 670. Has the country, after August 3, 1977, delivered or received nuclear enrichment or reprocessing equipment, materials, or technology, without specified arrangements or safeguards? Has it transferred a nuclear explosive device to a non-nuclear weapon state, or if such a state, either received or detonated a nuclear explosive device, after August 3, 1977, (FAA Sec. 620E permits a special waiver of Sec. 669 for Pakistan.) NO

16. ISDCA of 1981 Sec. 720. Was the country represented at the Meeting of Ministers of Foreign Affairs and Heads of Delegations of the Non-Aligned Countries to the 36th General Session of the General Assembly of the U.N. of Sept. 25 and 28, 1981, and failed to disassociate itself from the communique issued? If so, has the President taken it into account? (Reference may be made to the Taking into Consideration memo.) YES, such action has been taken into account.
17. ISDCA of 1981 Sec. 721. See special requirements for assistance to Haiti. N/A

B. FUNDING SOURCE CRITERIA FOR COUNTRY ELIGIBILITY

1. Development Assistance Country Criteria
- a. FAA Sec. 116. Has the Department of State determined that this government has engaged in a consistent pattern of gross violation of internationally recognized human rights? If so, can it be demonstrated that contemplated assistance will directly benefit the needy? NO
2. Economic Support Fund Country Criteria
- a. FAA Sec. 502B. Has it been determined that the country has engaged in a consistent pattern of gross violations of internationally recognized human rights? If so, has the country made such significant improvements in its human rights record that furnishing such assistance is in the national interest? NO

b. ISDCA of 1981, Sec. 725(b).  
If ESF is to be furnished to Argentina, has the President certified that (1) the Govt of Argentina has made significant progress in human rights; and (2) that the provision of such assistance is in the national interests of the U.S.?

N/A

c. ISDCA of 1981, Sec. 726(b).  
If ESF assistance is to be furnished to Chile, has the President certified that (1) the Govt. of Chile has made significant progress in human rights; (2) it is in the national interest of the U.S.; and (3) the Govt. of Chile is not aiding international terrorism and has taken steps to bring to justice those indicted in connection with the murder of Orlando Letelier?

N/A

## 2. PROJECT CHECKLIST

### A. GENERAL CRITERIA FOR PROJECT

1. FY 1982 Appropriation Act Sec. 523; FAA Sec. 634A; Sec. 653(b).

(a) Describe how authorizing and appropriations committees of Senate and House have been or will be notified concerning the project;

a) FY 1984 Congressional Presentation and Congressional Notification.

(b) Is assistance within (Operational Year Budget) country or international organization allocation reported to Congress (or not more than \$1 million over that amount)?

b) YES

2. FAA Sec. 611(a)(1). Prior to obligation in excess of \$100,000, will there be

- (a) engineering, financial or 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) YES  
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? N/A
4. FAA Sec. 611(b); FY 1982 Appropriation Act Sec. 501. If for water or water-related land resource construction, has project met the standards and criteria as set forth in the Principles and Standards for Planning Water and Related Land Resources, dated October 25, 1973? (See AID Handbook 3 for new guidelines.) 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 to 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

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; and (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.
- a) NO; (b) The project will assist private entrepreneurs by upgrading skills of personnel; (c) NO; (d) NO; (e) The project will upgrade skills and capability of personnel concerned with all activities involved in food security for Mauritania; (f) NO.
8. FAA Sec. 601(b). Information and conclusions 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 enterprises).
- The project will finance technical assistance to be provided by private firms in the U.S. Training will be provided by institutions of higher learning in the U.S.

9. FAA Sec. 612(b), 636(h); FY 1982 Appropriation Act Sec. 507. 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 in lieu of dollars.
- Mauritanian contributions to the project including both GIRM and community contribution represent approximately of total project costs.
- Both the government and Project Beneficiaries face severe financial constraints precluding a larger contribution to project costs.
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?
- NO
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 1982 Appropriation Act Sec. 521. If assistance is for the production of any 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. procedures of the same, similar or competing commodity?
- N/A
13. FAA 11B(c) and (d). Does the project comply with the environmental procedures set forth in AID Regulation 16? Does the project or program take into consideration the problem of the destruction of tropical forests?
- YES
- YES. The project will offer training in forestry management and protection to one or more trainees.

14. FAA 121(d). If a Sahel project, has a determination been made that the host government has an adequate system for accounting for and controlling receipt and expenditure of project funds (dollars or local currency generated there from)?

All disbursements of U.S. appropriated funds for activities of HRD Project 682-0233 will be made and controlled by U.S. implementing and support entities, i.e., the U.S. contractor who provides the technical advisory services, and USAID and AID/W (for disbursements charged to PIO/Ps and other PIOs). Some disbursements will be made to GIRM in reimbursement for special in-country training courses and seminars, after these have been conducted by GIRM agencies, and on the basis of statements of cost and certification by the TA contractor that the training services have been satisfactorily provided. On the basis of this arrangement, negative determination with regard to FAA 121(d) is appropriate.

## B. FUNDING CRITERIA FOR PROJECT

### 1. Development Assistance Project Criteria

- a. FAA Sec. 102(b), 111, 113, 281(a). 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 devel-

This project will address the food needs of all the Mauritians through more efficient distribution of emergency food aid and by enhancing local food production by small scale farmers through improved appropriate technology extension; the project will insure to the greatest extent feasible that women are given equal opportunity to compete for training for which they qualify; the project will utilize the facilities of several institutions in neighboring countries, thereby furthering professional and technological dialogue within the region.

oping countries and the improvements of women's status; and (e) utilize and encourage regional cooperation by developing countries?

b. FAA Sec. 103, 103A, 104, 105, 106. Does the project fit the criteria for the type of funds (functional account) being used?

YES

c. FAA Sec. 107. Is emphasis on use of appropriate technology (relatively smaller, cost-saving, labor-using technologies that are generally most appropriate for the small farms, small business, and small incomes of the poor)?

Training offered through the project will emphasize methods and technologies appropriate to small farms and commercial enterprises.

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 is the latter cost-sharing requirement being waived for a "relatively least developed" country)?

N/A - Project is SDP funded.

e. FAA Sec. 110(b). Will grant capital assistance be disbursed for project over more than 3 years? If so, has justification satisfactory to Congress been made, and efforts for other financing, or is the recipient country "relatively least developed"? (M.D. 1232.1 defined a capital project as "the construction, expansion, equipping or alteration of a physical facility or facilities financed by AID dollar assistance of not less than \$100,000, including related advisory, managerial and training services, and not undertaken as part of a project of predominantly technical assistance character.

NO

f. FAA Sec. 122(b). Does the activity give reasonable promise of contributing to the development of economic resources, or the increase of productive capacities and self-sustaining economic growth?

YES

g. FAA Sec. 281(b). Describe extent to which program recognizes the particular needs, desires, and capacities of the people 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 processes essential to self-government.

This project addresses the nation's food crisis by training and upgrading personnel and strengthening those organizations which are most critical to food security.

2. Development Assistance Project Criteria (Loans Only)

a. FAA Sec. 122(b). Information and conclusion on capacity of the country to repay the loan, at a reasonable rate of interest.

N/A

b. FAA Sec. 620(d). If assistance is for any productive enterprise which will compete with U.S. enterprises, 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?

N/A

c. ISDCA of 1981, Sec. 724(c) and (d). If for Nicaragua, does the loan agreement require that the funds be used to the maximum extent possible for the private sector? Does the project provide for monitoring under FAA Sec. 624(g)?

N/A

3. Economic Support Fund Project Criteria

- |   |  |
|---|--|
| <p>a. <u>FAA Sec. 531(a)</u>. Will this assistance promote economic or political stability? To the extent possible, does it reflect the policy directions of FAA Sec. 102?</p>  | <p>By facilitating distribution of emergency food aid and enhancing local food production, this project will promote economic and political stability.</p> |
| <p>b. <u>FAA Sec. 531(c)</u>. Will assistance under this chapter be used for military, or paramilitary activities?</p>  | <p>N/A</p>   |
| <p>c. <u>FAA Sec. 534</u>. Will ESP funds be used to finance the construction of the operation or maintenance of, or the supplying of fuel for, a nuclear facility? If so, has the president certified that such use of funds is indispensable to non-proliferation objectives?</p> | <p>N/A</p>   |
| <p>d. <u>FAA Sec. 609</u>. If commodities are to be granted so that sale proceeds will accrue to the recipient country, have Special Account (counterpart) arrangements been made?</p>  | <p>N/A</p>   |

3. STANDARD ITEM CHECKLIST

Listed below are the statutory items which normally will be covered routinely in those provisions of an assistance agreement dealing with its implementation, or covered in the agreement by imposing limits on certain uses of funds.

These items are arranged under the general headings of (a) Procurement, (b) Construction, and (c) Other Restrictions.

A. Procurement

1. FAA Sec. 602. are there arrangements to permit U.S. small business to participate equitably in the furnishing of commodities and services financed? YES
2. FAA Sec. 604(a). Will all procurement be from the U.S. except as otherwise determined by the President or under delegation from him? YES
3. FAA Sec. 604(d). If the cooperating country discriminates against marine insurance companies authorized to do business in the U.S., will commodities be insured in the United States against marine risk with such a company? N/A
4. FAA Sec. 604(e); ISDCA of 1980 Sec. 705(a). If offshore procurement of agricultural commodity or product is to be financed, is there provision against such procurement when the domestic price of such commodity is less than parity? (Exception where commodity financed could proceed in U.S.) N/A
5. FAA Sec. 604(q). Will construction or engineering services be procured from firms of countries otherwise eligible under Code 941, but which have attained a competitive capability in international markets in one or these areas? N/A

6. FAA Sec. 603. Is the shipping excluded from compliance with requirement in section 901(b) of the Merchant Marine Act of 1936, as amended, that at least 50 per centum of the gross tonnage of commodities (computed separately for dry bulk carriers, dry cargo liners, and tankers) financed shall be transported on privately owned U.S. flag commercial vessels to the extent that such vessels are available at fair and reasonable rates? NO
7. FAA Sec. 621. If technical assistance is financed, will such assistance be furnished by private enterprise on a contract basis to the fullest extent practicable? If the facilities of other Federal agencies will be utilized, are they particularly suitable, not competitive with private enterprise, and made available without undue interference with domestic programs? YES
8. International Air Transport, Fair Competitive Practices Act, 1974. If air transportation of persons or property is financed on grant basis, will U.S. carriers be used to the extent such service is available? YES
9. FY 1982 Appropriation Act Sec. 504. If the U.S. Government is a party to a contract for procurement, does the contract contain a provision authorizing termination of such contract for the convenience of the United States? YES
- B. Construction
1. FAA Sec. 601(d). If capital (e.g., construction project, will U.S. engineering and professional services be used? N/A

2. FAA Sec. 611(c). If contracts for construction are to be financed, will they be let on a competitive basis to maximum extent practicable? N/A
3. FAA Sec. 620(k). If for construction of productive enterprise, will aggregate value of assistance to be furnished by the U.S. not exceed \$100 million (except for productive enterprises in Egypt that were described in the CP)? N/A

C. Other Restrictions

1. FAA Sec. 122(b). If development loan, is interest rate at least 2% per annum during grace period and at least 3% per annum thereafter? N/A
2. FAA Sec. 301(d). If fund is established solely by U.S. contribution and administered by an internal organization, does Controller General have audit rights? N/A
3. FAA Sec. 620(b). Do arrangements exist to insure that United States foreign aid is not used in a manner which, contrary to the best interest of the United States, promotes or assist the foreign aid projects or activities of the communist-block countries? N/A
4. Will arrangements preclude use of financing:
- a. FAA Sec. 104(f); FY 1982 Appropriation Act Sec. 525: YES  
(1) To pay for performance of abortions as a method of family planning or to motivate or coerce persons to practice abortions; (2) to pay for performance of involuntary sterilization as method of family planning, or to coerce or provide financial incentive to any person to undergo

sterilization; (3) to pay for any biomedical research which relates, in whole or part, to methods or the performance of abortions or involuntary sterilization as a means of family planning; (4) to lobby for abortion?

b. FAA Sec. 620(q). To compensate owners for expropriated nationalized property? YES

c. FAA Sec. 660. To provide training or advice or provide any financial support for police, prisons, or other law enforcement forces, except for narcotics programs? YES

d. FAA Sec. 622. For CIA activities? YES

e. FAA Sec. 636(1). For purchase, sale, long-term lease, exchange or guaranty of the sale of motor vehicles manufactured outside U.S., unless a waiver is obtained? YES

f. FY 1982 Appropriation Act, Sec. 503. To pay pensions, annuities, retirement pay, or adjusted service compensation for military personnel? YES

g. FY 1982 Appropriation Act, Sec. 505. To pay U.N. assessment, arrearages or dues? YES

h. FY 1982 Appropriation Act, Sec. 506. To carry out provisions of FAA section 209(d) (Transfer of IAA funds to multilateral organizations for lending? YES

i. FY 1982 Appropriation Act, Sec. 510. To finance the export of nuclear equipment, fuel, or technology or to train foreign nationals in nuclear fields? YES

j. FY 1982 Appropriation Act, Sec. 511. Will assistance be provided for the purpose of aiding the efforts of the government of such country to repress the legitimate rights of the population of such country contrary to the Universal Declaration of Human Rights?

No such assistance will provided.

k. FY 1982 Appropriation Act, Sec. 515. To be used for publicity or propaganda purposes within U.S. not authorized by Congress?

YES

ECONOMIC ANALYSIS

There are three analytical tools which are used to assess the economic impact of development projects: cost-benefit analysis, cost-effectiveness analysis, and least-cost analysis. All require in-depth estimation of the cost of the project, both to the individuals and agencies directly concerned and to society as a whole. Both cost-benefit and cost-effectiveness techniques require that private and social benefits be quantified as well; However, projects involving training do not lend themselves to accurate measurement of benefits. Thus it is appropriate to employ least-cost analysis for projects such as the Mauritanian Human Resource Development Project.

Least-cost analysis is derived from cost-effectiveness analysis, with the main difference that in the former the benefits need not be quantified. Nevertheless, one begins by establishing the evidence that there are a number of alternative means to achieve the project purposes, and that the desirable choice is the one that achieves these purposes at the lowest possible social cost. Obviously, if there is only one means to achieve the project's targets, then least cost analysis makes no sense.

1. Impossibility of Quantifying Benefits

The primary objective of this project is to improve Mauritania's prospects for food security by increasing the public and private sectors' ability to plan, manage, and undertake activities involved in food production, distribution, and consumption. The training and technical assistance that the project provides will, it is expected, make the individuals and agencies concerned much better able to contribute to food security, but it is clearly impossible to assign quantitative values to these long-run expected gains. One frequently-used means of calculating the private returns to education -- the present value of additional income earned by individuals as a result of training -- is inappropriate here because: (1) most of those being trained will enter jobs the salaries of which are determined by civil-service regulations rather than the free play of market forces assumed by this measure of returns, and (2) the divergence of private and social returns is especially large when the people receiving the training are, as is the case in this project, involved in administration, management, and research/training rather than in "directly productive" activities; thus private returns are even more than usually inaccurate measures of social returns from education and training.

One means of justifying projects such as the Mauritania HRD project on classical cost-benefit grounds in the absence of data specific to the project or to Mauritania is to appeal to regional evidence. The World Bank has recently presented estimates of the returns to various levels of education for sub-Saharan Africa as a whole:

Rates of Returns to Investment in Education in Africa\*

<u>Education Level</u>	<u>Private (%)</u>	<u>Social</u>
Primary	29	29
Secondary	22	17
Higher	32	12

\* "Accelerated Development in Sub-Saharan Africa, and Agenda for Action," the World Bank, 1981, cited in SMPD II project paper, p. 18.

These figures are probably similar to those that would obtain for Mauritania with the following changes relevant for the purpose of this project:

- The private return to higher education may be lower in Mauritania than for Africa as a whole because civil service salary differentials by educational level are quite low, and because employment outside of the public and parastatal sectors is quite limited for individuals with higher degrees;
- The social return to higher and secondary education may be higher in Mauritania than for Africa as a whole because Mauritania has scarcities of well-trained people at all levels in all sectors. That they are not paid their scarcity value, at least in the public sector, is a result of the extreme budgetary stringency imposed by the military regime since 1978 (only two 3 per cent wage increases since then) and the ready availability of European technical assistance to cover skill needs as perceived by European donors;
- The social return to the type of higher and secondary education the project proposes to provide, i.e. technical and managerial rather than literary or theoretical, is likely to be higher than the average return to these levels in all countries, including Mauritania.

In summary, it is highly likely that, if it were possible to measure the social rate of return on the training financed by the project, one would find it to be greater than 15 per cent, a highly satisfactory rate.

## 2. Least Cost Analysis

There are several possible ways to accomplish each type of training identified as needed under the Mauritania HRD Project:

- using existing Mauritanian educational institutions, reinforcing the staff and facilities where required for project purposes;
- creating new, temporary or permanent Mauritanian institutions;
- placing participants in appropriate third-country training institutions, primarily in Africa;

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- placing participants in appropriate U.S. institutions;
- placing participants in non-U.S., non-African institutions, in Europe, for example;
- as an alternative to training itself, staffing the positions identified as requiring currently available skills with expatriate technical assistance.

In the case of a project as diversified as the HRD project, it is likely that different strategies will be found to meet the least-cost criterion for different types of training; this is, in fact, the case. The major considerations which determine which of the strategies is the most desirable are the quality of Mauritanian institutions and the availability of francophone African training programs; in cases where both of these are lacking, US training is preferred since expatriate staffing is almost always dominated by other strategies.

a. Fisheries Sector High-Level Long-Term Training

The team is unaware of any alternative to US training (or expatriate staffing) in fisheries management fields of the type proposed in the project. The one exception is the specialized training in Industrial Fishing, available only in Great Britain. Given the sensitive political nature of management of the abundant marine resources which are one of Mauritania's few natural gifts, it is probably advisable as well on intangible grounds that a number of high level professionals in both private and public sectors be trained in the United States.

b. Rural Development High-Level Long-Term Training

As in fisheries, there are no viable third-country or in-country alternatives that compete with U.S. degree training in most of the agricultural and animal husbandry skills identified on the Ministry of Rural Development and its associated school, research station and parastatal enterprise. The need for Mauritanian officials, researchers and teachers to experience an agricultural system which works reinforces the comparative advantage of U.S. education in these specialities.

c. Human Resources Planning High Level Long Term Training

The design of this activity (see Annex A-6) benefits greatly from the simultaneous training of all participants in the U.S. While some of the training components, such as social statistics, may be available in third countries with comparable quality and lower cost per person-year, the unity of the concept would be lost, and with it perhaps a good deal of its effectiveness. Again, it is argued that the U.S. will provide the lowest "whole cost" of creating a capability for human resource planning in the GIRM.

d. Financial Management High Level and Mid-Level Long Term Training

There are viable third-country alternatives to U.S. MBA programs, notably the new Ecole Supérieure de Gestion des Entreprises in Dakar and the Institut Supérieur de Gestion in Tunis, and good mid-level management training as well. The direct financial cost of these programs would be much lower than that of U.S. business schools. Furthermore, the effectiveness of training in financial

management and accounting may be better, or at least more appropriate, because of the great similarity of, for example, the Senegalese and Mauritanian Plans Comptables (Official accounting standards) and the great difference between them and the standard U.S. accounting procedures. The advantage of exposure to high quality U.S. management practices and methods is insufficient to outweigh the two relative advantages of the third-country option here.

e. High-Level Short-Term Training in All Sectors

In spite of the wide variety of short-term training needs identified for high-level managerial and technical manpower, the least-cost alternative is almost always third-country training rather than either in-country or U.S. training. The language problem (need for at least six months of U.S. English language courses before specific training can begin seriously) and higher costs of transport and maintenance, which both add proportionately more in short-term than in long-term training, explain the high cost of the U.S. option. For the in-country alternative the principal disadvantage is the unavailability of trainers or facilities for nearly all the skills needed; creating new institutions, or even merely bringing in expatriate trainers, would be prohibitively expensive on a per-participant basis.

f. Mid-Level Short-Term Training in All Sectors

Several distinctions between high and mid-level training as proposed under the HRD project will help to explain why, in general, the former is recommended to be done in third countries whereas the latter is recommended to be done in Mauritania. First, the numbers of trainees in each identifiable mid-level category (bookkeepers, mechanics, etc.) are substantially greater than for each identifiable high-level category (law of-the sea specialist, port management, etc.). Thus the cost of trainers, whether expatriate or local, can be spread over an economically sensible number of trainees. Second, there are both facilities and trainers available locally, at reasonable cost and of acceptable quality, which have excess capacity. Thus in most cases high-cost expatriates need not be brought in, nor facilities constructed or diverted from other uses. Third, most of the mid-level training is in short courses of one month or less. Thus the cost of transport and short-term maintenance allowances in third countries would be relatively high for the relatively short mid-level training than for the relatively longer high-level training. Some or all of these factors combine to make the in-country option the least-cost one for all the mid-level training to be financed by the HRD project.

g. Technical Assistance

The Chief of Party is very expensive but essential to the smooth operation of so extensive a training project. There are lower-cost alternatives, such as short-term experts to run candidate-selection and placement panels (see the Mali Development Leadership Training Project PP for an example of this alternative), but given the much greater complexity of the Mauritania Human Resources Development project and the need for frequent contact with many government agencies, continuous in-country presence is needed.

SOCIAL ANALYSIS

1. SOCIO-CULTURAL CONTEXT

The Human Resource Development project has as objective the upgrading of managerial and technical skills in those institutions of the public, para-public and private sectors most related to the development of Mauritanian food security. It is thus potentially a country-wide project dealing as it does with important Mauritanian organizations in agricultural and livestock production, industrial and artisanal fisheries development, and the procurement and marketing of food products and food aid.

Mauritania today continues to suffer greatly from the Sahelian drought. Its rural economy has been devastated, especially the livestock and agricultural sectors. Over the last 15 years the rural population, formerly primarily nomadic, has sedentarized at an increasingly rapid rate, its previous economic base severely handicapped.

With sedentarization has come a massive shift of the rural population south toward the Senegal River and into the cities, especially Nouakchott. From a population estimated in 1970 at 35,000, the capital city of Nouakchott now may contain 400,000 people, nearly one-quarter of the total population of the country.

Into Nouakchott have poured representatives of all ethnic groups and occupational castes of Mauritania: white Moors (Bidan), black Moors (Haratin), and the black African savannah tribes from along the Senegal River - the Walof, Fulani, Tukulors, Soninke, and Bambara. While awareness of these ethnic and social entities is necessary in project implementation to ensure fairness of selection of participants, there is no governmental racial or ethnic policy which is expected to handicap the implementation of the HRD Project. No problems of this nature have been experienced in instances of past and current participant training programs.

2. BENEFICIARIES

Direct beneficiaries of this project will be those individuals selected for training. Indirect beneficiaries will be their colleagues and the departments to which they will return with improved performance. In some cases, students of trainees will benefit from the improved technical and communication skills of their teachers.

There are several types of direct beneficiaries in this project, according to their level of education and occupational position. The "A"-level participants will be sent to American or Third Country B.S., B.B.A., or M.B.A.-level higher education programs. They have the equivalent of a high school diploma (Baccalaureat) plus some years of higher education, up to and including the B.A. in a few cases. One group at this level, those primarily involved in the M.B.A. program, will be composed of recent graduates in economics (B.A.) from the University of Nouakchott. Those not yet employed in the public or para-public sectors will be selected by competitive examination.

The "B"-level, middle management personnel selected for training will all be designated by their employers. Some have been tentatively identified in the organizations selected for training. These employees are primarily accountants or bookkeepers, sometimes personnel clerks. Their formal educational level is up to but not including the high school "baccalaureat" degree. They will be trained on a half-time basis for nine months in Nouakchott. They will thus experience a minimum of disruption in their lives and work.

A third type of direct beneficiaries are to be the generally "C"-level clerical staff of the selected organizations, specifically clerk-typists and file clerks. Managers within both the public and para-public sectors stressed the need for typing and record keeping skills of clerical personnel. Along with the "B"-level bookkeepers this level constitutes one of the serious bottlenecks in organizational functioning in Mauritania. Personnel at this level, who have little more than a primary school education in most cases, will be given a half-time course in typing for nine months in Nouakchott. They, too, will continue to occupy their present positions in their organizations during the training period.

A last type of direct beneficiaries will be a variety of mechanics to be trained in refrigeration and diesel motor repair in the fisheries sector, or to receive skills upgrading in truck maintenance, especially concerning the truck fleets of C.S.A. and SONIMEX.

Indirect beneficiaries will include students of all B.S.-level agricultural extension teachers from ENFVA in Kaedi, immediate colleagues of the returning participants of all levels, who will benefit from improved functioning of their departments, and the former participants' superiors, who will feel freer to delegate responsibility without worrying about constant follow-up.

The private sector will benefit from this project directly since it is hoped that promising small entrepreneurs can be included in the bookkeeping course for "B"-level accountants. The National Development Fund (F.N.D.) has indicated that it could make many more venture capital loans to small businesses in the food production and processing sectors, if entrepreneurs had a better knowledge of basic accounting and finance. Indirectly, private sector employees will benefit if their employers can succeed in business once they have received their start-up loans. Private entrepreneurs in the fisheries sector are also expected to benefit from the project through short courses arranged through the federation of Mauritanian fishing companies known as FIAP.

The project will strive to identify and select qualified female candidates for training opportunities wherever possible, in all organizations and activities which may be appropriate. There are traditional social constraints which may impede provision of long term training out of country to some female candidates. However, positive efforts will be made to ensure that women receive equal consideration during the participant selection process.

### 3. PARTICIPATION

The question of participation is more related to Mauritanian institutions than it is to actual direct beneficiaries. Trainees will participate little in project development, but intimately in project implementation and should have a role to play in project evaluation. The Mauritanian counterpart organization will be involved at all stages of the project, as will, to a lesser degree, the organizations supplying trainees for skills upgrading.

Trainees themselves will be personally involved in the long-term training plans. Since rather long lead times are involved, candidate screening will be very thorough and will take into account the candidates' special qualifications and individual training needs.

Trainee beneficiaries will be expected to evaluate their training programs at all levels on a continual basis so that modifications in the training programs can be made in a timely manner. The formal mid-term evaluation should solicit participants' views on the value of their completed training programs.

### 4. SOCIO-CULTURAL FEASIBILITY

There are no important socio-cultural issues which need further elucidation. This project is a rather straight-forward training program to upgrade skills of employees in already existing positions or to supply trained manpower in clear need areas (M.B.A.'s, typists, diesel motor mechanics).

With respect to in-country training, there will be no social or cultural disruption to trainees, since they will be receiving half-time training in Nouakchott and will not leave their present positions in their organizations.

Many long-term third country trainees will be sent to French-speaking countries such as Tunisia, Morocco, or Senegal. Based on past USAID experience with Mauritians who have studied abroad, no special problems are envisaged.

Some degree of socio-cultural discomfort may, however, be experienced by candidates sent for B.S.-level training in the U.S., especially, if they have never left Mauritania for long periods. The whole problem of language acquisition will complicate their stay and study in the U.S. Special care must be taken to select especially stable, mature candidates for U.S. study programs. The objective in such screening will also be to assure that the candidates are likely to return promptly to Mauritania, and that they are not going to feel out of step once they return.

## 5. IMPACT

It has already been stated that participants in most cases will be returning to the same organizational positions from which they were selected. Through the training they have received, their enhanced performance will be felt in improved efficiency of the operations of their organizations. In those instances where training will concern participants currently without jobs (some M.B.A.'s, some mechanics) there appears to be no problem of employment for successful trainees. The immediate social impact of the project on trainees should be highly positive, provided that the initial planning has been carried out in a fashion that assures proper correlation between the education received and the ability to operate more effectively on the job. The ultimate social impact of the project will depend on the assumption that such a training program will have a positive influence on Mauritania's ability to feed itself and thus promote improved living conditions for all its people.

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DETAILED IMPLEMENTATION PLAN

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Administration Implementation Tasks and Schedule

This section outlines tasks and timing for implementation actions other than training.

<u>TASKS</u>	<u>SCHEDULE</u>
Project Agreement (USAID and GIRM)	August 1984
PIO/T for TA Contract (USAID)	August 1984
RFP for TA Contract (REDSO/WA)	September 1984
PIO/D and Procurement Initiated for Project Vehicle and Residential Furniture for TA Team (USAID)	October 1984
Proposals for TA Contract Received (USAID and REDSO)	January 1985
Contractor Selection (USAID and REDSO)	February 1985
Contract Signed	February 1985
Leased Residential Housing and Office Space in Nouakchott Explored (USAID and TA Contractor)	February 1985
Leases Negotiated and Properties Prepared (Contractor)	March 1985
TA Advisors Arrive; Introduced to GIRM (Contractor and USAID)	May 1985
TA Team Recruits Local Personnel	May 1985
Implementation Office reviews and refines HRDP Training Plan in discussions with organizations needing training	July 1985
Evaluation of Contractor Performance (USAID)	March 1986
Evaluation of Contractor Performance (USAID)	March 1987
One TA Advisor Departs	May 1987
Project Mid-term Evaluation (USAID and GIRM)	September 1987
Evaluation of Contractor Performance (USAID)	March 1988
Evaluation of Contractor Performance (USAID)	March 1989
TA Senior Advisor Departs	May 1989
Final Project Evaluation (USAID and GIRM)	September 1989

IMPLEMENTATION TASKS AND SCHEDULE

<u>TASKS</u>	<u>SCHEDULE</u>
Implementation Office - Confirmation of successful training completion to GIRM employers	June 1989
Training Completion of 40 participants at CFPP	October 1989
Implementation Office - Confirmation of successful training completion to GIRM employers	October 1989

- (b) If so, has any deduction required by the Fishermen's Protective Act been made? N/A
9. FAA Sec. 620(q); FY 1982 Appropriation Act Sec. 517. (a) Has the government of the recipient country been in default for more than six months on interest or principal of any AID loan to the country? (a) N/A
- (b) Has the country been in default for more than one year on interest or principal on any U.S. loan under a program for which the appropriation bill appropriates funds? (b) NO
10. FAA Sec. 620(s). If contemplated assistance is development loan or from Economic Support Fund, has the Administrator taken into account the amount of foreign exchange or other resources which the country has spent on military equipment? (Reference may be made to the annual "Taking into Consideration" memo: "Yes, taken into account by the Administrator at time of approval of Agency OYB". This approval by the Administration of the Operational Year Budget can be the basis for an affirmative answer during the fiscal year unless significant changes in circumstances occur.) N/A
11. 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? (a) YES
- (b) YES
- (c) A bi-lateral assistance agreement is currently under negotiation.

12. 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? (Reference may be made to the Taking into Consideration memo.)
- While Mauritania is in arrears on its obligations to the U.N., such arrearages were taken into account by the Administrator in determining the current OYB.
13. FAA Sec. 620A; FY 1982 Appropriation Act Sec. 520. Has the country aided or abetted, by granting sanctuary from prosecution to, any individual or group which has committed an act of international terrorism? NO
- Has the country aided or abetted, by granting sanctuary from prosecution to, any individual or group which has committed a war crime? NO
14. FAA Sec. 666. Does the country object, on the basis of race, religion, national origin or sex, to the presence of any officer or employee of the U.S. who is present in such country to carry out economic development programs under the FAA? NO
15. FAA Sec. 669, 670. Has the country, after August 3, 1977, delivered or received nuclear enrichment or reprocessing equipment, materials, or technology, without specified arrangements or safeguards? Has it transferred a nuclear explosive device to a non-nuclear weapon state, or if such a state, either received or detonated a nuclear explosive device, after August 3, 1977, (FAA Sec. 620E permits a special waiver of Sec. 669 for Pakistan.) NO

16. ISDCA of 1981 Sec 720. Was the country represented at the Meeting of Ministers of Foreign Affairs and Heads of Delegations of the Non-Aligned Countries to the 36th General Session of the General Assembly of the U.N. of Sept. 25 and 28, 1981, and failed to disassociate itself from the communique issued? If so, has the President taken it into account? (Reference may be made to the Taking into Consideration memo.) YES, such action has been taken into account.
17. ISDCA of 1981 Sec. 721. See special requirements for assistance to Haiti. N/A

B. FUNDING SOURCE CRITERIA FOR COUNTRY ELIGIBILITY

1. Development Assistance Country Criteria

- a. FAA Sec. 116. Has the Department of State determined that this government has engaged in a consistent pattern of gross violation of internationally recognized human rights? If so, can it be demonstrated that contemplated assistance will directly benefit the need? NO

2. Economic Support Fund Country Criteria

- a. FAA Sec. 5028. Has it been determined that the country has engaged in a consistent pattern of gross violations of internationally recognized human rights? If so, has the country made such significant improvements in its human rights record that furnishing such assistance is in the national interest? NO

b. ISDCA of 1981, Sec. 725(b).  
If ESF is to be furnished to Argentina, has the President certified that (1) the Govt of Argentina has made significant progress in human rights; and (2) that the provision of such assistance is in the national interests of the U.S.?

N/A

c. ISDCA of 1981, Sec. 726(b).  
If ESF assistance is to be furnished to Chile, has the President certified that (1) the Govt. of Chile has made significant progress in human rights; (2) it is in the national interest of the U.S.; and (3) the Govt. of Chile is not aiding international terrorism and has taken steps to bring to justice those indicted in connection with the murder of Orlando Letelier?

N/A

## 2. PROJECT CHECKLIST

### A. GENERAL CRITERIA FOR PROJECT

1. FY 1982 Appropriation Act Sec. 523; FAA Sec. 634A; Sec. 653(b).

(a) Describe how authorizing and appropriations committees of Senate and House have been or will be notified concerning the project;

a) FY 1984 Congressional Presentation and Congressional Notification.

(b) Is assistance within (Operational year budget, country, or international organization allocation reported to Congress (or not more than \$1 million over that amount)?

b) YES

2. FAA Sec. 611(a)(1). Prior to notification in excess of \$100,000, will there be

- (a) engineering, financial or 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) YES  
 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? N/A
4. FAA Sec. 611(b); FY 1982 Appropriation Act Sec. 501. If for water or water-related land resource construction, has project met the standards and criteria as set forth in the Principles and Standards for Planning Water and Related Land Resources, dated October 25, 1973? (See AID Handbook 3 for new guidelines.) 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 to 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

IMPLEMENTATION TASKS AND SCHEDULETHIRD-COUNTRY

<u>TASKS</u>	<u>SCHEDULE</u>
Implementation Office - Official Admissions Requests to third-country training institutions, with supporting academic credentials, and requests for confirmation participant admissibility, costs, housing, arrival dates (copies to Training USAID Mission)	March 1986
GIRM Initiation of Pre-Departure Formalities (mise en stage, salary arrangements)	March 1986
Third-Country Training Institutional Confirmation of Participant Training eligibility and implementation	May 1986
Implementation Office - Confirmation of Participant Selection/Implementation to GIRM entities	May 1986
Implementation Office - Preparation of PIO/Ps for transmittal to Training USAID Mission(s) (copies to AID/W)	May 1986
Implementation Office - Request to third-country training institution for confirmation of satisfactory student performance/progress (copy to Training USAID Mission)	June 1986
Third-Country Training Institution Confirmation Participant progress	June 1986
Implementation Office - Confirmation participant progress to GIRM entities (HE, FO)	June 1986
Implementation Office - Pre-Departure Orientation and Administrative Arrangements for International Travel	September 1986
Departure of 14 third-country long-term participants	September 1986
Training USAID Missions - Participant Reception, support and logistical services for initial housing, transportation, confirmation of enrollment, initial maintenance	September 1986
Training USAID Missions confirmation to AID/Mauritania of participant arrival and institutional enrollment	October 1986
USAID/Mauritania confirmation to Implementation Office of participant arrival and enrollment	October 1986

IMPLEMENTATION TASKS AND SCHEDULETHIRD-COUNTRY

<u>TASKS</u>	<u>SCHEDULE</u>
Implementation Office - Request to GIRM Nominating Ministries for identification and official nomination of 18 third-country participants, for Fall 1987 training, with supporting academic documentation	October 1986
Implementation Office - Public dissemination of training opportunities and requirements for private sector applicants	October 1986
Implementation Office - Identification of Countries and potential third-country training institutions*	November 1986
AID/GIRM Selection of Participants	December 1986
Implementation Office - Travel Schedule of visits to third-country training institutions	December 1986
Implementation Office - Initial correspondence with HumberSide College of Higher Education, United Kingdom regarding placement of four participants in Industrial Fisheries Management	December 1986
Implementation Office - Official Admissions Request to Pre-Identified third-country training institutions requesting confirmation admissibility, costs, housing availability, and arrival date (copy to Training USAID Mission for probable follow-up)	January 1987
Implementation Office - Travel to third-countries and selected training institutions (UK, Tunisia, Morocco, Senegal) for preliminary admissions and financial negotiations and for follow-up with participants in training	February 1987
Implementation Office - Official Admissions Requests to third-country training institutions with supporting academic credentials, and requests for confirmation participant admissibility, costs, housing, arrival dates (copies to Training USAID Mission)	March 1987
GIRM Initiation of Pre-Departure Formalities (mise en stage, salary arrangements)	March 1987

\* Identified institutions include EBAD in Senegal, and HumberSide College of Higher Education, UK, and business administration institution identified for 1986 participants.

IMPLEMENTATION TASKS AND SCHEDULETHIRD-COUNTRY

<u>TASKS</u>	<u>SCHEDULE</u>
Third-Country Institutional Confirmation of Participant Training eligibility and implementation	May 1987
Implementation Office - Confirmation of Participant Selection/Implementation to GIRM entities	May 1987
Implementation Office - Preparation of PIO/Ps for transmittal to Training USAID Mission(s) (copies to AID/W)	May 1987
Implementation Office - Request to third-country training institutions for confirmation of satisfactory student performance/progress/completion (copies to Training USAID Missions)	June 1987
Third-Country Training Institution Confirmation participant progress/completion	June 1987
Implementation Office - Confirmation participant progress/completion to GIRM entities (Higher Education, and nominating Ministry) (copies to Training USAID Missions)	June 1987
Training USAID Missions - Participant Departure Arrangements and communication to USAID/Mauritania	June 1987
USAID/Mauritania communication of Return Plans to Implementation Office	June 1987
Implementation Office communication to GIRM entities of scheduled returnees	June 1987
Return to Mauritania of 6 long-term third-country training participants	June 1987
Implementation Office - Confirmation to GIRM entities of successful training completion and assistance to participants in civil service reintegration process	June 1987
Implementation Office - Pre-Departure Orientation and Administrative Arrangements for International Travel	September 1987
Departure of 18 third-country participants	September 1987
Training USAID Missions - Participant Reception, support and logistical services for initial housing, transportation, confirmation of enrollment, initial maintenance	September 1987

IMPLEMENTATION TASKS AND SCHEDULETHIRD-COUNTRY

<u>TASKS</u>	<u>SCHEDULE</u>
Training USAID Missions confirmation to USAID/Mauritania of participant arrival and institutional enrollment	October 1987
AID/Mauritania confirmation to Implementation Office of participant arrival and enrollment	October 1987
Implementation Office - Request to GIRM Nominating Ministries for identification and official nomination of 18 third-country participants for Fall 1988 training, with supporting academic documentation	October 1987
Implementation Office - Public dissemination of training opportunities and requirements for private sector applicants	October 1987
Implementation Office - Identification of Countries and potential third-country training institutions*	November 1987
AID/GIRM Selection of Participants	December 1987
Implementation Office - Travel Schedule to third-country training institutions	December 1987
Implementation Office - Official Admission Request to Pre-identified third-country training institutions requesting confirmation admissibility, costs, housing availability, and arrival dates (copy to Training USAID Mission for probable follow-up)	January 1988
Implementation Office - Travel to third-countries and selected training institutions	February 1988
Implementation Office - Follow up with training institutions for Fisheries short-term training	March 1988
GIRM Initiation of Pre-Departure Formalities (mise en stage, salary arrangements)	March 1988
Third-Country Institutional Confirmation of Participant Training eligibility and implementation	April-May 1988
Implementation Office - Confirmation of Participant Selection/Implementation to GIRM entities	April-May 1988

\* Special attention will be devoted to identification of short-term training programs in the various Fisheries specializations.

IMPLEMENTATION TASKS AND SCHEDULETHIRD-COUNTRY

<u>TASKS</u>	<u>SCHEDULE</u>
Implementation Office - Preparation of PID/Ps for transmittal to Training USAID Mission(s) (copies to AID/W)	April-May 1988
Implementation Office - Pre-Departure Orientation and Administrative Arrangements for International Travel	April-Aug 1988
Departure of 18 third-country training participants	April-Sept 1988
Training USAID Missions - Participants Reception, support and logistical services for initial housing, transportation, confirmation of enrollment, initial maintenance	April-Sept 1988
Training USAID Missions confirmation to AID/Mauritania of participant arrival and institutional enrollment	May-Oct 1988
USAID/Mauritania Confirmation to Implementation Office of participant arrival and enrollment	May-Oct 1988
Training USAID Missions - Participant Departure Arrangements and communication to USAID/Mauritania	May-Dec 1988
USAID/Mauritania Communication of Return Plans to Implementation Office	May-Dec 1988
Implementation Office Communication to GIRM entities of scheduled returnees	May-Dec 1988
Implementation Office - Request to third-country training institutions for confirmation of satisfactory student performance/progress/completion (copies to Training USAID Missions)	June 1988
Third-Country Training Institution Confirmation Participant progress/completion	June 1988
Implementation Office - Confirmation participant progress/completion to GIRM entities (Higher Education, and nominating Ministry) (copies to Training USAID Missions)	June 1988
Return to Mauritania of 12 long-term third-country training participants	June 1988
Return to Mauritania of 12 third-country short-term participants	June-Dec 1988

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IMPLEMENTATION TASKS AND SCHEDULETHIRD-COUNTRY

<u>TASKS</u>	<u>SCHEDULE</u>
Implementation Office Confirmation to GIRM entities of successful training completion and assistance to participants in civil service reintegration process	May-Dec 1988
Implementation Office - Request to third-country training institutions for confirmation of satisfactory student performance/progress/completion (copies to Training USAID Missions)	June 1989
Third-Country Training Institution Confirmation participant progress/completion	June 1989
Implementation Office - Confirmation participant progress/completion to GIRM entities (Higher Education and nominating Ministry) (copies to Training USAID Missions)	June 1989
Training USAID Missions - Participant Departure Arrangements and communication to USAID/Mauritania	June 1989
USAID/Mauritania Communication of Return Plans to Implementation Office	June 1989
Implementation Office Communication to GIRM entities of scheduled returnees	June 1989
Return to Mauritania of 16 third-country training participants	June 1989
Implementation Office Confirmation to GIRM entities of successful training completion and assistance to participants in civil service reintegration process	June 1989
Implementation Office - Request to third-country training institutions for confirmation of satisfactory student performance/progress/completion (copies to Training USAID Missions)	June 1990
Third Country Training Institution Confirmation participant progress/completion	June 1990
Implementation Office - confirmation participant progress to GIRM entities (Higher Education, and nominating Ministry) (copies to Training USAID Missions)	June 1990
Training USAID Missions - Participant Departure Arrangements and communication to USAID/Mauritania	June 1990

IMPLEMENTATION TASKS AND SCHEDULETHIRD-COUNTRY

<u>TASKS</u>	<u>SCHEDULE</u>
USAID/Mauritania Communication of Return Plans to Implementation Office	June 1990
Implementation Office Communication to GIRM entities of scheduled returnees	June 1990
Return to Mauritania of 5 third-country training participants	June 1990
Implementation Office Confirmation to GIRM entities of successful training completion and assistance to participants in civil service reintegration process	June 1990

In-Country Training - Implementation Tasks and Schedule

<u>TASKS</u>	<u>SCHEDULE</u>
Implementation Office - Determination of dates for Human Resource Planning Seminar	September 1985
Implementation Office - Administrative and Financial Arrangements with U.S. Contractor	October 1985
Implementation Office - Reverification with Mamadou Toure Centre and DFPP of space availability, and costs of proposed training for October 1985	October 1985
Implementation Office/USAID Identification and Invitation of GIRM Planning Officials	November 1985
Implementation Office - Rental of conference space, other logistical arrangements, provision of special equipment as requested by Contractor	November 1985
Contractor arrival (for two weeks)	December 1985
Human Resource Planning Seminar	December 1985
Implementation Office - Financial arrangements for payment of per diems to visiting GIRM Officials (non-Household residents)	December 1985
Implementation Office - Consultation with FND and USAID regarding focus and date of business management seminar	January 1986
Implementation Office - Preparation of Training Program Announcement, eligibility requirements, application procedures and deadlines (for bookkeeping, accounting, mechanics, and refrigeration)	February 1986
Implementation Office - Request to Parastatals (CSA, SONIMEX, FND, SONADER) for identification and official nomination of candidates	February 1986
Implementation Office - Public dissemination of training availability, and invitation of private sector nominations	February 1986
FND Submission of detailed seminar course content, proposed staffing, budget	February 1986
Implementation Office/USAID Review of Proposed seminar plan and budget	February 1986

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IMPLEMENTATION TASKS AND SCHEDULE

<u>TASKS</u>	<u>SCHEDULE</u>
Implementation Office/FND Preparation of business seminar description, dates, application requirements and deadlines	March 1986
Implementation Office - Public dissemination of seminar availability and invitation of private sector nominations	March 1986
Implementation Office/FND/USAID Selection of participants	March 1986
Implementation Office - Notification of participant selection	March 1986
FND - Preparation of course materials and background information	March 1986
FND - Confirmation of staffing, proposed location, and special pedagogical or equipment needs	March 1986
Implementation Office - Rental of conference hall (as appropriate), provision of requested equipment	March 1986
Implementation Office - Financial arrangements for payment of honoraria to non-governmental guest speakers	April 1986
Business Management Seminar	mid April 1986
Implementation Office/Mamadou Toure Centre/CFPP selection of participants for October 1986 training	May 1986
Implementation Office - Notification of participant selection	May 1986
Implementation Office - Finalization of billing arrangements with CFPP and Mamadou Toure Center	May 1986
Implementation Office - Consultation with CGEM and USAID regarding focus and date of business, management seminar	June 1986
CGEM Submission of detailed training seminar course content, proposed staffing, budget	July 1986
Implementation Office/USAID Review of Proposed seminar plan and budget	August 1986
Implementation Office/CGEM Identification of seminar beneficiaries	August 1986

IMPLEMENTATION TASKS AND SCHEDULE

<u>TASKS</u>	<u>SCHEDULE</u>
Implementation Office/CGEM Preparation of seminar description, dates, application requirements and deadlines	August 1986
Implementation Office - Public dissemination of seminar availability and invitation of private sector nominations	August 1986
Implementation Office/CGEM/USAID Selection of participants	August 1986
Implementation Office - Notification of participant selection	August 1986
CGEM Preparation of course materials and background information	August 1986
CGEM Confirmation of staffing, proposed location, and special pedagogical or equipment needs	August 1986
Implementation Office - Rental of Conference hall (as appropriate), provision of requested equipment	August 1986
Implementation Office Financial arrangements for payment of honoraria to non-governmental guest speakers	August 1986
Business Management Seminar	Late Sept 1986
Implementation Office - Orientation of CFPP and Mamadou Toure Center Participants	October 1986
Training Courses (5) begin at CFPP and Mamadou Toure Center	October 1986
Implementation Office - Reverification with Centre Mamadou Toure and CFPP of space availability and costs of proposed training for October 1987	October 1986
Implementation Office - Determination of dates for Human Resource Planning Seminar	October 1986
Implementation Office - Administrative and Financial Arrangements with U.S. contractor	October 1986
Implementation Office/USAID Identification and invitation of GIRM Planning officials	November 1986
Implementation Office Rental of conference space, other logistical arrangements, provision of special equipment as requested by contractor	November 1986

IMPLEMENTATION TASKS AND SCHEDULE

<u>TASKS</u>	<u>SCHEDULE</u>
Contractor arrival (for two weeks)	December 1986
Human Resource Planning Seminar	December 1986
Implementation Office - Financial Arrangements for payment of per diems to visiting GIRM officials (non-Nouakchott residents)	December 1986
Implementation Office - Monitoring of Training courses at CFFP/Mimadou Touré Center	December 1986
Implementation Office - Consultation with FND and USAID regarding focus, and date of business management seminar	January 1987
Implementation Office - Preparation of Training Program Announcement, eligibility requirements, application procedures and deadlines (for bookkeeping, accounting, mechanics, and refrigeration)	February 1987
Implementation Office - Request to Parastatals (CSA, SONIMEX, FND, SONADER) for identification and official nomination of candidates	February 1987
Implementation Office - Public dissemination of training availability, and invitation of private sector nominations	February 1987
FND Submission of detailed seminar course content, proposed staffing, budget	February 1987
Implementation Office/USAID Review of Proposed seminar plan and budget	February 1987
Implementation Office/FND Preparation of business seminar description, dates, application requirements and deadlines	March 1987
Implementation Office - Public dissemination of seminar availability and invitation of private sector nominations	March 1987
Implementation Office/FND/USAID Selection of participants	March 1987
Implementation Office - Notification of participant selection	March 1987
FND Preparation of course materials and background information	March 1987

IMPLEMENTATION TASKS AND SCHEDULE

<u>TASKS</u>	<u>SCHEDULE</u>
FND - Confirmation of staffing, proposed location, and special pedagogical or equipment needs	March 1987
Implementation Office - Rental of conference hall (as appropriate), provision of requested equipment	March 1987
Implementation Office - Financial arrangements for payment of honoraria to non-governmental guest speakers	April 1987
Business Management Seminar	mid April 1987
Implementation Office/Mamadou Toure Center/CFPP selection of participants for October 1987 training	May 1987
Implementation Office - Notification of participant selection	May 1987
Implementation Office - Finalization of billing arrangements with CFPP and Mamadou Toure Center	May 1987
Training Completion of 50 participants at Mamadou Toure Center and CFPP	June 1987
Implementation Office - Confirmation of successful training completion to GIRM employers	June 1987
Implementation Office - Consultation with CBEM and USAID regarding focus and date of business management seminar	June 1987
CBEM Submission of detailed training seminar course content, proposed staffing, budget	July 1987
Implementation Office/USAID Review of Proposed seminar plan	August 1987
Implementation Office/CBEM Identification of seminar beneficiaries	August 1987
Implementation Office/CBEM Preparation of seminar description, dates, application requirements and deadlines	August 1987
Implementation Office - Public dissemination of seminar availability and invitation of private sector nominations	August 1987
Implementation Office/CBEM/USAID selection of participants	August 1987

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IMPLEMENTATION TASKS AND SCHEDULE

<u>TASKS</u>	<u>SCHEDULE</u>
Implementation Office - Notification of participant selection	August 1987
OBEM Preparation of course materials and background information	August 1987
OBEM Confirmation of staffing, proposed location, and special pedagogical or equipment needs	August 1987
Implementation Office - Rental of Conference hall (as appropriate), provision of requested equipment	August 1987
Implementation Office - Financial arrangements for payment of honoraria to non-governmental guest speakers	August 1987
Business Management Seminar	Late Sept 1987
Implementation Office - Orientation of CFPP and Mamadou Toure Center Participants	October 1987
Training Courses (5) begin at CFPP and Mamadou Toure Center	October 1987
Training Completion of 40 participants at CFPP	October 1987
Implementation Office - Confirmation of successful training completion to GIRM employers	October 1987
Implementation Office - Determination of dates for Human Resource Planning seminar	October 1987
Implementation Office - Administrative and Financial Arrangements with U.S. contractor	October 1987
Implementation Office/USAID Identification and invitation of GIRM planning officials	November 1987
Implementation Office - Rental of conference space, other logistical arrangements, provision of special equipment as requested by contractor	November 1987
Contractor arrival (for two weeks)	December 1987
Human Resource Planning Seminar	December 1987
Implementation Office - Financial arrangements for payment of per diems to visiting GIRM officials (non-Kouakchott residents)	December 1987

IMPLEMENTATION TASKS AND SCHEDULE

<u>TASKS</u>	<u>SCHEDULE</u>
Implementation Office - Monitoring of Training courses at CFPP/Mamadou Toure Center	December 1987
Implementation Office - Consultation with FND and USAID regarding focus, and date of business management seminar	January 1988
Implementation Office - Preparation of Training Program Announcement, eligibility requirements, application procedures and deadlines (for bookkeeping, accounting, mechanics, and refrigeration)	February 1988
Implementation Office - Request to Parastatals (CSA, SONIMEX, FND, SONADER) for identification and official nomination of candidates	February 1988
Implementation Office - Public dissemination of training availability, and invitation of private sector nominations	February 1988
FND Submission of detailed seminar course content, proposed staffing, budget	February 1988
Implementation Office/USAID Review of Proposed seminar plan and budget	February 1988
Implementation Office/FND Preparation of business seminar description, dates, application requirements and deadlines	March 1988
Implementation Office - Public dissemination of seminar availability and invitation of private sector nominations	March 1988
Implementation Office/FND/USAID Selection of participants	March 1988
Implementation Office - Notification of participant selection	March 1988
FND - Preparation of course materials and background information	March 1988
FND Confirmation of staffing, proposed location, and special pedagogical or equipment needs	March 1988
Implementation Office - Rental of conference hall (as appropriate), provision of requested equipment	March 1988

IMPLEMENTATION TASKS AND SCHEDULE

<u>TASKS</u>	<u>SCHEDULE</u>
Implementation Office - Financial arrangements for payment of honoraria to non-governmental guest speakers	April 1988
Business Management Seminar	mid April 1988
Implementation Office/Mamadou Toure Center/CFPP selection of participants for October 1988 training	May 1988
Implementation Office - Notification of participant selection	May 1988
Implementation Office - Finalization of billing arrangements with CFPP and Mamadou Toure Center	May 1988
Training Completion of 50 participants at Mamadou Toure Center and CFPP	June 1988
Implementation Office - Confirmation of successful training completion to GIRM employers	June 1988
Implementation Office - Consultation with CGEM and USAID regarding focus and date of business management seminar	June 1988
CGEM Submission of detailed training seminar course content, proposed staffing, budget	July 1988
Implementation Office/USAID Review of Proposed seminar plan	August 1988
Implementation Office/CGEM Identification of seminar beneficiaries	August 1988
Implementation Office/CGEM Preparation of seminar description, dates, application requirements and deadlines	August 1988
Implementation Office - Public dissemination of seminar availability and invitation of private sector nominations	August 1988
Implementation Office/CGEM/USAID Selection of participants	August 1988
Implementation Office - Notification of participant selection	August 1988
CGEM Preparation of course materials and background information	August 1988

IMPLEMENTATION TASKS AND SCHEDULE

<u>TASKS</u>	<u>SCHEDULE</u>
DBEM Confirmation of staffing, proposed location, and special pedagogical or equipment needs	August 1988
Implementation Office - Rental of conference hall (as appropriate), provision of requested equipment	August 1988
Implementation Office - Financial arrangements for payment of honoraria to non-governmental guest speakers	August 1988
Business Management Seminar	late Sept 1988
Implementation Office - Orientation of CFPP and Mamadou Toure Center participants	October 1988
Training Courses (5) begin at CFPP and Mamadou Toure Center	October 1988
Training Completion of 40 participants at CFPP	October 1988
Implementation Office - Confirmation of successful training completion to GIRM employers	October 1988
Implementation Office - Determination of dates for Human Resource Planning Seminar	October 1988
Implementation Office - Administrative and Financial Arrangements with U.S. contractor	October 1988
Implementation Office/USAID Identification and invitation of GIRM Planning officials	November 1988
Implementation Office - Rental of conference space, other logistical arrangements, provision of special equipment as requested by contractor	November 1988
Contractor Arrival (for two weeks)	December 1988
Human Resource Planning Seminar	December 1988
Implementation Office - Financial arrangements for payment of per diems to visiting GIRM Officials (non-Nouakchott residents)	December 1988
Implementation Office - Monitoring of Training courses at CFPP/Mamadou Toure Center	December 1988
Training Completion of 50 participants at Mamadou Toure Center and CFPP	June 1989

3.2 Third-Country Training - Implementation Tasks and Schedule

<u>TASKS</u>	<u>SCHEDULE</u>
AID Request to GIRM (MRD-Agriculture) for identification and official nomination of one long-term participant in Horticulture for September 1985 training, with supporting academic documentation	November 1984
AID Request to USAID Missions in Senegal, Morocco and Tunisia for information on appropriate Horticulture training institutions, admissions requirements, cost estimates	November 1984
AID/GIRM Selection of Participant	January 1985
AID Preparation of PIO/P for transmission to training USAID Mission(s)	January 1985
GIRM Initiation of Pre-Departure Formalities (misc on stage, salary arrangements)	February 1985
Training USAID Mission Confirmation of Training Implementation, relevant costs, and arrival date	May 1985
AID Confirmation of Participant Training Selection/Implementation to GIRM entities	May 1985
Implementation Office* Pre-Departure Orientation and Administrative Arrangements for International Travel	September 1985
Departure of 1 long-term trainee	September 1985
Training USAID Mission - Participant Reception, support and logistical services for initial housing, transportation, confirmation of enrollment, initial maintenance	September 1985
Training USAID Mission Confirmation to USAID/Mauritania of participant arrival and institutional enrollment	October 1985
AID Confirmation to GIRM entities of participant arrival and enrollment	October 1985

\* Implementation Office is GIRM and IA Team

FINANCIAL TABLES

TABLE 1.

SUMMARY COSTS:

	<u>\$000</u>
Participant training in U.S.	1717
Participant training in Third Countries	598
In-country training	486
Seminars	154
Technical Assistance	1732
Commodities	160
Monitoring and Evaluations	232
Inflation at 4.5%/yr. Compounded	624
Contingencies	<u>297</u>
GRAND TOTAL	\$6,000 =====

TABLE 2

MAURITANIA-HUMAN RESOURCES DEVELOPMENT PROJECT (682-0233)  
Detailed Costs (\$000) by Year of Implementation

	1984	1985	1986	1987	1988	1989	1990	TOTALS	Funding Mechanism
<b>TRAINING COSTS (all costs)</b>									
US Participants	-	340	370	487	293	200	27	1717	PIQ/Ps
Third Country Participants	-	8	126	233	189	42	-	598	PIQ/Ps
In-Country Training	-	-	162	162	162	-	-	486	TA Contr.
Seminars: HR Planning	-	17	17	34	17	-	-	85	TA Contr.
Business Technique	-	-	10	10	10	-	-	30	TA Contr.
Agriculture	-	-	13	13	13	-	-	39	TA Contr.
<b>TECHNICAL ASSISTANCE</b>									
Long Term Advisors (sal, allow, etc)	-	200	200	110	110	-	-	620	TA Contr.
Short Term Consultants	-	-	15	10	5	-	-	30	TA Contr.
Backstopping by Contr. Org.	-	100	100	100	100	-	-	400	TA Contr.
Housing and Utilities	-	50	50	25	25	-	-	150	TA Contr.
Office and Utilities	-	50	50	50	50	50	-	250	TA Contr.
Residential Furniture	40	-	-	-	-	-	-	40	PIQ/C
Office Furniture & Equip.	20	5	-	-	-	-	-	25	PIQ/C
Standby Generators	50	-	-	-	-	-	-	50	PIQ/C
Project Vehicle	20	-	-	-	-	-	-	20	PIQ/C
Contractor Local Pers.	-	34	42	42	42	42	-	202	TA Contr.
Vehicle O & M	-	5	5	5	5	5	-	25	TA Contr.
TA Team IC and TC Travel	-	5	5	5	5	-	-	20	TA Contr.
Training Commodities	-	10	10	5	-	-	-	25	TA Contr.
Equip. O & M	-	3	3	3	3	3	-	15	TA Contr.
Misc. Operating Sup. & Serv.	-	5	5	5	5	-	-	20	TA Contr.
<b>OTHER COSTS</b>									
USAID Local Pers (Monitoring)	7	25	25	25	25	25	-	132	USAID
Project Evaluations	-	-	-	50	-	50	-	100	USAID
Sub-Totals	137	857	1208	1374	1059	417	27	5079	
*Inflation 4.5%/yr.	-	33	110	174	200	100	7	624	USAID
Total Costs per Year	137	926	1413	1731	1440	613	43	6303	
Contingencies	-	-	-	-	-	-	-	297	USAID
TOTAL BUDGET	-	-	-	-	-	-	-	6000	
								====	
* Compound Inflation Factor	-	4.5%	9%	14%	19%	24%	30%		

TABLE 3 III(D)

SCHEDULE OF OBLIGATIONS AND DISBURSEMENTS  
US Grant Assistance (\$000)

	<u>FY 84</u>	<u>FY 85</u>	<u>FY 86</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>	<u>TOTAL</u>
Obligations	1000	2000	1000	1200	1400			6600
Disbursements	10	1000	1400	1700	1500	990		6600

TABLE 4

## U.S. PARTICIPANTS - COST PER YEAR

ORGANIZATIONS	INDIVIDUALS	PERSON MONTHS US TRAINING						TOTAL ALL YEARS
		85	86	87	88	89	90	
ENFVA 1st Group	5	60	60	40	-	-	-	160 pm
ENFVA 2nd Group	2	-	-	-	24	24	16	64
	2	24	24	16	-	-	-	64
dry (Incl one for 6 months)	3	24	30	16	-	-	-	70
section	2	24	24	16	-	-	-	64
	1	12	12	8	-	-	-	32
Dir. Planning	2	12	12	20	12	8	-	64
Dir. Labor	3	-	-	36	36	24	-	96
Dir. Higher Education	1	-	-	12	12	8	-	32
Dir. Civil Service	1	-	-	12	12	8	-	32
Dir. Tech. Education	1	-	-	12	12	8	-	32
Min. Health	1	-	12	12	8	-	-	32
Com. for Food Security (CSA)	1	-	-	12	12	8	-	32
Min. Fisheries 1st Group	4	48	48	32	-	-	-	128
Min. Fisheries 2nd Group	4	-	-	48	48	32	-	128
TOTAL PERSON MONTHS		204	222	292	176	120	16	1030 pm
TOTAL COST PER YEAR (\$000 without inflation)*		340	370	487	293	200	27	1717

\* based on 1984 costs of \$20,000 per year (\$1,667 per person month)

TABLE 5

## THIRD COUNTRY TRAINING PARTICIPANTS - COSTS PER YEAR

ORGANIZATIONS	INDIVIDUALS	PERSON MONTHS THIRD COUNTRY C TRAINING						TOTAL PM
		85	86	87	88	89	90	
Agriculture	1	12	12	-	-	-	-	24
Animal Husbandry	4	-	-	12	-	-	-	12
Rural Engineering	3	-	36	24	24	12	-	96
Dir. Civil Service	1	-	-	9	-	-	-	9
Com. for Food Security (CSA)	4	-	48	48	-	-	-	96
Nat. Import - Exp. Co. (SONIMEX)	3	-	36	36	-	-	-	72
Fisheries	23	-	-	108	150	-	-	258
Private & Parastatal	10	-	24	72	96	48	-	240
Public Works	2	-	24	24	-	-	-	48
TOTAL PERSON MONTHS		12	180	333	270	60	-	855 pm
TOTAL COSTS/YR (\$000 without inflation)*		8	126	233	189	42	-	598

\* based on 1984 costs averaging \$700 per person month

TABLE 6

IN-COUNTRY TRAINING - to be conducted at CFPP and at Mamadou Toure Center in 1986, 87 and 88. Costs per student are those provided by the schools.

CFPP	:	20 bookkeepers per year @ \$1,200	\$24,000 per year
		20 clerk typists per year @ 1,300	26,000 "
		20 diesel mechs. per year @ 1,500	30,000 "
M.T. Center	:	15 marine mechs. per year @ 2,700	41,000 "
		15 refrig mechs per year @ 2,700	<u>41,000 "</u>
TOTAL PER YEAR COSTS AT 1984 PRICES: \$162,000			
COST FOR 1986:			162,000
COST FOR 1987:			162,000
COST FOR 1988:			<u>162,000</u>
TOTAL FOR IN-COUNTRY TRAINING:			\$486,000

TABLE 7

SEMINARS

HUMAN RESOURCES PLANNING - 10 days duration, to be conducted by GSP/IA, University of Pittsburgh, or other qualified institution.

BUDGET PER SESSION:

One consultant 20 days	\$ 5,000
Institutional backstopping	5,000
Travel	5,000
In-country seminar costs	2,000
Cost per seminar at 1984 prices:	\$17,000
1985 - one seminar	17,000
1986 - one seminar	17,000
1987 - two seminars	34,000
1988 - one seminar	<u>17,000</u>
TOTAL FOR HR PLANNING SEMINARS	\$85,000

BUSINESS MANAGEMENT SEMINARS - Sponsored by FND and CGEM for private businessmen. Two seminars per year 1986, 87 and 88 of ten days duration. Budget includes publicity, organizing and implementation costs (including services of experts in business techniques as necessary). Estimated costs each seminar about \$5,000 (1984 prices).

1986 - two seminars	\$10,000
1987 - two seminars	10,000
1988 - two seminars	<u>10,000</u>
TOTAL FOR SEMINARS IN BUSINESS MANAGEMENT	\$30,000

SEMINARS IN AGRICULTURE - Conducted by the Ministry of Rural Development, mostly at ENFVA. May also include field study visits and refresher training in agricultural production techniques.

1986	\$13,000
1987	13,000
1988	<u>13,000</u>
TOTAL FOR AGRICULTURE	\$39,000

HUMAN RESOURCE PLANNING

Many administrative units in the GIRM have responsibility for aspects of human resource planning; none have the trained staff and other resources needed to fulfill their role efficiently. As far as could be determined, none of the information possessed by any of the units is accessible to any of the others, nor is there any evidence that it is ever requested. In other words, while many agencies perform tasks that are essential elements in a human resource planning system, the system itself -- and in some agencies even the perception of the need for such a system -- is completely absent.

Three ministries contain administrative units which are involved with some of the elements of human resource planning: Higher Education, Civil Service and Staff Training; Plan and Regional Development; and Health and Labor.

1) Higher Education, Civil Service and Staff Training

a) Directorate of Higher Education and Staff Training

This agency's primary responsibility is to orient students and to award scholarships for all post-baccalaureat education, whether in Mauritanian institutions or abroad. The director, together with a Committee which meets twice per year to ratify his decisions, accepts requests from students for type and location of education desired, and is informed by foreign donors and domestic schools of the number of openings available. Occasionally, he also receives specific requests from government ministries for the type of specialties they require; this, however, is both rare and of very uneven quality. The result is that scholarships are awarded on the basis of individuals' preferences and donors' suggestions rather than identified skill requirements.

Given the severe and obvious shortages of a wide variety of types of trained people and the high cost to the government of supporting students at this level, it is not evident that Mauritania can afford the luxury of awarding educational slots in this manner. The director is fully aware of the defects and the social costs of the operation of his Directorate, but lacks either the supporting staff to reduce the constant pressure on him or the time to reflect on ways to modify procedures.

b) Directorate of Technical Education and Professional Training

This unit performs a role for pre-baccalaureat technical training that is analogous to that of Higher Education, with the same set of problems. In addition, it oversees all training for upgrading of already-employed civil servants at all levels, including university-level. Unlike Higher Education, this directorate has suffered from frequent staff turnover which has compounded the problems of internal coordination engendered by its dual role.

c) Directorate of Civil Service

This agency is responsible for ensuring compliance with Civil Service regulations for proposed overseas training, coordinating internal processes for authorization of training, and the placement of returning graduates into the appropriate ministries in the national government. The mechanism is highly personalized, arbitrary, and unplanned: in a typical situation, a returning graduate presents his dossier to the director, who sends it to a ministry he considers appropriate. If the ministry agrees to take the person on, a budgetary process is initiated to make the hiring official; during the year that this process may take the person may be paid out of obligated but undischarged funds, or may have to wait to be paid until the next fiscal year. Some ministries apparently accept whomever the Civil Service directorate sends them whether they need them or not, whereas others -- notably Plan -- have frequently turned away proposed candidates because their training is inappropriate (usually too general). While it would be expected that the increasing budgetary stringency imposed on the GIRM since 1978 would have already tightened up these procedures significantly, in reality it has not. Furthermore, the Director of Civil Service does not have accurate, up-to-date information on the number and type of employee in each government unit; presumably this sort of information would be useful for his placement decisions.

2) Plan and Regional Development

a) Directorate of Planning

This agency contains a Division of Human Resources whose assigned role is to conduct human resource planning. As a result of internal reorganization this function, is now performed by the Division of Infrastructure and Human Resources under the responsibility of the Service of Sectoral Studies. This office has the major functions of economic project supervision, selection of project priorities, sectoral program evaluation, and sectoral policy-making. The Human Resource Planner will receive U.S. long-term training and will assume the GIRM implementation responsibilities for the HRD Project upon his return.

3) Health and Labor

a) Directorate of Labor

This department has two functions: the regulation of non-civil service labor-management relations and the assessment and amelioration of labor-market conditions. All of its staff is trained to handle the former function, none to handle the latter. The Directorate has recently submitted to the Council of Ministers an ambitious proposal for a National Employment Office, whose roles would be to facilitate labor market coordination -- through a functional employment service -- and also to conduct and interpret studies on the state of the labor market and formulate employment policy. While the proposal has no

chance of receiving government approval without total donor financing, it does indicate the Directorate's commitment to the role that it is currently unable to perform because of the lack of appropriate trained personnel.

To summarize, the situation of human-resource planning and information flows is chaotic. Students are sent abroad or to Mauritanian educational institutions without regard for the demands of the government or the private sector. Civil service placement occurs without prior assessment of ministries' needs; in fact the ministries themselves have with few exceptions never assessed their manpower needs. No relation is made between the macroeconomic reality of the country and the government job-creation process, and nothing is known about the state of the non-governmental labor market other than the number of strikes and grievances. Too many agencies share the responsibility for human resource development and utilization, and none of them share the information they have with the others.

It is easy to describe the contrasting, ideal system of human resource planning. A central agency, probably in Plan, would formulate forecasts for medium- and long-term supply of and demand for educated and trained labor at all levels based on projections of economic, demographic and school-system data and the implications of policy decisions. The Plan would then provide these forecasts to the directorates in charge of training, which would orient their activities to be consistent with one another and with expected demand. The training directorates would keep the Civil Service and Labor Directorates aware of the scheduled return of graduates, those agencies in turn would make that information available to government agencies and the private and parastatal sectors. In sum, information would flow "up" to Plan, which would assemble it and assess its implications, and communicate the results "down" to employers and the educational system.

It is unrealistic to expect that it would be possible to establish human resource planning to this degree of perfection and with this degree of coordination among so many governmental agencies. It is equally unrealistic to hope to assign total responsibility for human resource planning to one unit in one ministry. It is, however, essential that improvements be made in the current non-system. A blend of staff training and technical assistance, with a small amount of logistic support, can improve the quality and quantity of information, as well as the ability to analyze it, to an extent that will go a considerable distance along the path from chaos to planning.

#### Training for Human Resources Planning

While no new organization is to be created, the directorates involved in education and employment planning will be reinforced through the addition or retraining of high- and middle-level personnel. As indicated in Annex A-12 the HRD Project will finance long-term training of 9 planning specialists for the Ministries of Plan, Higher Education, and Health and Labor.

The Project will also sponsor in-country seminars on human resource planning. These seminars will be targetted to senior directorate officials with operational responsibilities for agricultural production and food distribution activities. It is anticipated that this will serve to reinforce the importance of human resource planning as a tool in determining personnel and functional skills requirements, and to encourage a continuing dialogue relative to planning, coordination, and training functions.

Eight of long-term participants will be trained during the same time schedule, to ensure re-integration in Mauritania at the same time. A seminar in the U.S. will be organized at mid-point, by the U.S. contractor responsible for the Human Resource Planning seminars to be conducted in Mauritania. This will occur some time after the first two Mauritania seminars. It will be important for the US participants in human resources planning studies to receive feed-back from the in-country seminars experience, the nature of the discussions, the level and functions of the officials who attended, and their reactions in the discussions. The planned seminars will be important as a commencement of dialogue among line officials who must learn to appreciate manpower planning techniques as an essential management tool in effective administration and implementation of their functions. The role of the US participants upon their return will be important in the continuation of the dialogue, and in the achievement of an effective human resource planning and development concern and capability.

## ANNEX A-7

### THE EDUCATIONAL SYSTEM IN MAURITANIA

Only a quarter of Mauritanian children attend primary school. Even so, the number of students has increased very rapidly (from 35,049 students in 1971 - 1972 to 101,952 students in 1981 - 1982). The percentage increase in classrooms and teachers added to the system is not keeping pace with the percentage increase in students. The result must be a decline in the quality of primary education, while the increasing population will make it increasingly difficult to maintain the total percentage of children enrolled in the system.

Only 38% of all primary students continue into secondary education. The rest do not continue in any form of formal educational. There are no vocational or skills training schools for these people. This weakness at the base affects the entire system and means that training at the higher levels is made more difficult because of these weaknesses.

The number of secondary students over the past 10 years has also expanded very rapidly (from 4,066 students in 1972 - 1973 to 25,652 students in 1982 - 1983). The system still stresses a classical, literary form of education which is not well adapted to the economic conditions of the country. In general, the students who succeed go on to general post-secondary education. Very few are in training to meet the country's technical or vocational skills needs, although recently there has been an increase in the percentage of students following the scientific curriculum track in the secondary schools. However, while the number of students in the sciences has risen, the percentage who graduate from the system with the "Bac" is much lower than in the mathematics and literary tracks. The new popularity of the scientific track may be linked to the GIRM's policy of providing scholarships for post-secondary education outside the country which now heavily favors the scientific disciplines.

Those who succeed in secondary school generally go on to post-secondary education in Mauritania or abroad. Those who do not succeed may attend Mauritanian technical or professional schools. Therefore, there is a tendency to consider these schools of secondary importance in the educational system leading to a situation where there are few competent middle-level technicians in the country. There is little chance, under the current system, for those who complete primary school but are not admitted to secondary school to enter even the lower levels of the technical educational system.

There are a number of institutions which provide technical and professional training in Mauritania at the secondary level. These include the technical junior and senior high schools at Nouakchott, the Mamadou Touré Center in Nouadhibou, the Center for Professional Improvement Training (CFPP), The National School of Administrative, Commercial and Social Training (ENFACOS) and the National Agricultural School in Kaedi (ENFVA).

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The Collège and Lycée technique in Nouakchott are among the most effective training institutions in the country, being the only ones to provide long-term technical training at the secondary level. A more flexible curriculum is required in order to assure that the school is capable of adapting to the changing technical needs of the country. There is a tendency to concentrate a significant portion of the curriculum on general education, but this is understandable, given the weakness of the primary education system. The principal problem is one of overcrowding. The schools are operating beyond capacity. Opening of a new technical school, either in Nouadhibou or in the south, is of the utmost importance given the country's critical need for competent middle-level technicians.

The Mamadou Touré Center is a vocational school which has trained more than 2,000 workers in the mechanical, building and maritime trades since its opening in 1960. Generally, students attend courses for nine months. The curriculum is highly adaptive. Sections in various specialties are opened or closed depending on the needs of the market. One of its principal problems is a totally expatriate faculty (French aid program). The nature of continued French technical assistance is presently being reviewed. Moreover, the government is currently reevaluating the level of training provided by the Mamadou Touré Center in view of present labor market demands. Some consideration is being given to upgrading the institution to the level of a Collège, thereby offering middle-level technical and professional training. The continued availability of skills training in refrigeration and diesel mechanics for the fisheries sector is presently uncertain. Given the important needs in this area the government expects that this training will continue to be offered at the Center until transferred to the Centre de Formation Professionnelle Maritime (CFPM) in Nouadhibou.

The Center for Professional Improvement (Centre de Formation et de Perfectionnement Professionnel - CFPP) was established in 1980 mainly to upgrade, on a short-term basis, clerical and trades personnel for the private sector. It provides adapted and cost-efficient training to meet the specific needs of private and public employers. Courses are tailored to the general background of trainees and employment needs. Under a new IBRD/ILU project beginning in September 1984, CFPP will receive financial assistance to expand its facilities and to purchase additional equipment. Technical assistance will be provided for accountant training, and upgrading the qualifications of present staff. With this expected doubling of institutional capacity CFPP can meet the vocational training requirements of the Human Resource Development Project. Assurances were given that no additional assistance would be required for staffing, facilities, or equipment. At the present time it is the only institution that can provide skills training for bookkeepers, typists, and transport mechanics.

The National School of Administrative, Commercial and Social Training (Ecole Nationale de Formation Administrative, Commerciale et Sociale - ENFACOS) has experienced significant problems since 1980 when the lower and middle-level staff training programs of the National School of Administration were transferred to its direction. Because of this overburden on staff and facilities the quality of education for public functionaries has suffered. Due to technical problems such as stipend rates, private sector contribution to training costs, diploma recognition, and private employment prospects, the commercial section has been closed.

These problems are under review but it is unlikely that they will be resolved in the near future. This closure leaves the country with no educational institution which provides middle-level professional training for bookkeepers and secretaries. This leaves a significant gap in the country's educational program, given the demand for competent middle-level personnel of this type in Mauritania.

The National Agricultural School in Kaedi (Ecole Nationale de Formation et Vulgarisation Agricole) is the only institution in the country which deals directly with rural development problems. ENFVA continues to have excess capacity, some of which is caused by the poor salaries and working conditions faced by graduates who are most often assigned to work in the country's rural areas. The question of curriculum reform has been studied at ENFVA and a decision made to emphasize training for middle-level rather than lower-level workers. The impact of this emphasis is questionable given the generally low level of development of Mauritania's rural sector. ENFVA might be of greater value if it would admit primary school graduates and improve their educational base as well as broaden its curriculum to include training in rural artisanal trades and agricultural mechanics.

Post-secondary education in Mauritania is now being heavily skewed in favor of the nascent University which, to date, only offers education in the social sciences and letters. Other post-secondary institutions such as the National School of Administration and the National Teacher Training School are suffering from a lack of facilities and teaching staff, much of which has been absorbed by the University program.

#### Conclusion

The system of professional and technical education in Mauritania remains weak because of an educational policy which, to date, has heavily favored general education. The emphasis on the expansion of general education is placing insupportable pressure on the teacher training institutions and the nation's ability to finance the system. Such schools as the technical junior and senior high schools are overcrowded and cannot provide the necessary hands-on training for students engaged in the manual and mechanical trades. The establishment of a second "collège technique" is of prime importance.

Other technical schools such as ENFACOS are also afflicted with overcrowding and the need to close critical training sections because of lack of facilities, staff and equipment. The establishment of the University has further exacerbated the problem by depending, since its creation, on the staffs and facilities of the Ecole Normale Supérieure and the Ecole Nationale d'Administration. The lack of scientific training at the University level and the concentration on letters and social sciences is also contributing to the skewed educational output of the country which fails to respond adequately to its manpower requirements.

The tendency to obtain students for the existing technical schools from the pool of secondary school drop-outs is also injurious to the country's human resources requirements. A realignment of priorities is required which would open up the technical schools to a greater pool of students.

The number of expatriate teachers in the Mauritania system is extremely high, the percentage reaching 85 percent or greater at the level of post secondary and technical education, placing a major recurrent cost burden on the GIRM. An expansion of the country's capacity to train local teachers is thus required to reduce costs and develop a body of teachers who are fully cognizant of the country's development problems.

All post-secondary training in Mauritania will benefit from a better understanding of the role and organizational structures of the various entities for which training is to be provided and the specific tasks of the individuals who will be trained. Only when such an understanding is achieved can a post-secondary training program be established which will produce truly effective results.

PRIMARY EDUCATIONResponsible Ministry: MENTarget Group: Children, 6 - 14 years oldLength of Cycle: 6 yearsEnrollment: 1981 - 1982: 101,952Diploma: Certificate of Primary Education  
(Certificat de Fin d'Etudes Primaires)Classification: D LevelProfile of Output: Literacy (in both Arabic and French, local languages are being introduced on an experimental basis in a few schools. This experiment should lead to the general use of local languages in 1985.) Language and Arithmetic.

The program does not contain any vocational or technical elements, preparing school leavers for wage employment or self-employment.

Possible Allocation of Output: A fixed proportion of 35% of the output of 6th grade enter secondary education where they are divided between:General secondary education and  
Technical secondary education.

The remaining part drops altogether out of the formal and nonformal school system. Employment opportunities for this group are extremely limited. Moreover, there are no training opportunities offered except at the Centre Mamadou Touré and at the SNIM training center, both in Nouadhibou.

Staff: Number 2,335 - all Mauritians

<u>Profile:</u> Moniteurs (poorly educated)	544
Adjoints (lower level ENI)	721
Instituteurs (higher level ENI)	1070

SECONDARY EDUCATIONLOWER LEVEL

General secondary Education (Collège d'Enseignement General)

Responsible Ministry: MEN

Target Group: Students with CFEP selected by an entrance examination (concours national) and limited to the top 35% entrants who are under age 16, otherwise they will be directed towards the college technique (cfr. infra).

Length of Cycle: 3 years

Enrollment: 1982 - 1983: 25,652

Output: 1981 - 1982: 1,621

Diploma: Certificate of First Level of Secondary Education  
(Certificat de Fin d'Etudes du Premier Cycle Secondaires) B.E.P.C.

Classification: C level education

Profile of Output: Proficiency in Arabic, French, Mathematics, Natural Sciences, Technology, History and Geography, with a schedule of 30 hours per week for each of the three years. Instruction in Mathematics, Natural Sciences and Technology is limited slightly over 1/3 of the total hours. Main emphasis is on languages, both Arabic and French, and religion.

Possible allocation of Output: Higher level of general secondary education (Lycée after selection (orientation) by school committee). During 1981 - 1982, the first year of the lycée enrolled 1,770 students. Most students who finish the cycle of secondary education continue to the second cycle (i.e. from the college to the lycée). The others can go to:

- ENI
- ENFVA (C)
- ENFACOS (C)
- ENISF (C + B)
- CET (C)
- CFPF

Access to these institutions usually requires two or three years of the "premier cycle", rather than the certificate (B.E.P.C.) so that one can safely assume that those who seek access to technical and vocational training are dropouts from the first cycle of general secondary education.

This, of course, is a negative selection which explains the low background and motivation many students have when they enter technical and vocational education. It would be much better to strengthen primary education and to allow youth to enter technical and vocational training after primary education, rather than using the vocational schools as a waste-basket for the dropouts of general education.

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Since the training is of the general type, it is very likely that employment opportunities apart from commerce and trade are extremely limited.

Staff: Numbers 419  
of which expatriates 128 (30%)

Profile: Mauritians: ENS cycle court  
CFCEG

SECONDARY EDUCATIONUPPER LEVELGeneral Secondary Education (Lycee d'Enseignement General)Responsible Ministry: MENTarget Group: Students with B.E.P.C. (lower level general secondary education) after selection by school committee and within limits of training capacity of Lycee d'Enseignement General.Length of Cycle: 3 years

<u>Enrollment:</u> 1982 - 1983	Series A (Lettres)	3,862	45,7%
	Series C (Maths)	1,377	16,3%
	Series D (Sciences)	<u>3,216</u>	<u>38,08%</u>
		8,455	
		=====	

Output: 1982 - 1983 Enrolled 3,041  
Graduates 1,133

Diplome: Mauritanian BaccalaureatClassification: B level educationProfile of Output: Subjects are divided into series:

- Letters A
- Mathematics C
- Natural Sciences D
- Technical T

Possible Allocation of Output: The candidates who obtain the BAC constitute the main pool for a basic A level training. They are oriented into one of the national higher education institutions, or provided training abroad.

baccalaureats: 1982 - 1983

		Enrolled	Admitted	% Admitted
A	Arabic	766	401	52.3
	French	<u>811</u>	<u>238</u>	<u>29.3</u>
		1,577	639	40.5
		=====	===	====
C	Arabic	55	24	43.6
	French	<u>116</u>	<u>76</u>	<u>65.5</u>
		171	100	58.5
		===	===	====
D	Arabic	389	143	36.8
	French	<u>868</u>	<u>227</u>	<u>26.2</u>
		1,257	370	29.4
		=====	===	====

(Lycee technique) 1 French 36

National post-secondary options include:

- Teacher Training at ENS and CFCEG  
(teachers for secondary general education, lower and upper level)
- Administration Training at ENA (short cycle and long cycle)
- University Faculty of Letters
- University Faculty of Law and Economics
- Higher Technical Education for T BAC

The selection for any of these institutions is based on the type of BAC the candidate has taken (A, C, D, T). Mainly, the A series lead to ENA, ENS and CFCEG and the University, while C and D leads to higher education. BAC T holders attend the CSET, which is a new post-secondary technical school.

The selection is done by the Conseil d'Orientation of the Ministère de l'Enseignement Supérieur de la Formation des Cadres et de la Fonction Publique and is based upon the following criteria:

- BAC series
- credits earned
- absorptive capacity of National Institutions - Level A
- availability of fellowships for study abroad

The dropouts of the upper level of Secondary Education as well as those who fail the BAC usually obtain admission, after a selective entrance examination, to one of the other B level institutions:

- ENFACOS (B)
- ENFVA (B)
- ENISF (B)

Those who are not admitted to any of these institutions have little chance of finding employment.

Staff: Number (1982 - 1983) 445  
of which expatriates: 288 (64.7%)

Profile: Mauritians: ENS cycle long

SECONDARY EDUCATIONLOWER LEVEL

Technical Secondary Education  
College d'Enseignement Technique in Nouakchott

Responsible Ministry: MESFCFP

TARGET GROUP: Men mainly over 16 years of age selected through the concours national after grade 6 of primary education. There is a separate entrance examination for primary school leavers who want to enter the College Technique which includes a test on manual skills.

Length of Cycle: Three years including one year of specialization in the following basic areas:

- automobile mechanics
- general mechanics  
metal works
- electro-mechanics

Enrollment: 1982 - 1983

1st year	254		
	===		
2nd year		OEM	-
		OCM	60
		EM	58
		MS	42
		ORA	44
		MOT	-
	204		<u>204</u>
	===		
3rd year	151	OCM	37
	===	EM	52
		MS	18
		ORA	<u>44</u>
			151
Total	609		
	===		

Enrollment is rapidly increasing.

Output:1970 to 1982

OCM	MS	EM	ORA	OEM	MOT	TOT
179	134	157	177	11	10	668

1982

27	11	11	21			70
----	----	----	----	--	--	----

OCM Ouvrier en Construction Mecanique  
 ORA Ouvrier Reparatteur en Automobile  
 OEM Ouvrier en Entretien Mecanique  
 MS Monteur - Soudeur  
 EM Electro-mecanicien  
 MOT Motoriste

Diploma: C.A.P. (Certificat d'Aptitude Professionnelle)

Classification: C level education  
 Agent de Maitrise

Profile of Output: Graduates are operational as skilled workers in one of the areas mentioned above. They have a sound but limited theoretical base and polyvalent practical training within the area which they selected.

Possible Allocation of Output:

- Private Sector
- Informal Sector
- Parastatals
- Government

New programs are planned in civil engineering and in maintenance and repair of agricultural equipment.

Staff: Number 48  
 of which expatriates 44

Profile: Mauritians LCT + training abroad in TCT up to four years.

SECONDARY EDUCATIONLOWER LEVELVocational Education

Responsible Ministry: MESFCFP

ENFACOS: (Civil Servants/Clerical, Commercial and Home Economics Training)

Target Group: Students who have some lower level secondary education (1 to 3 years) without B.E.P.C. to be trained as "fonctionnaires au niveau de l'execution employes de commerce, encadrement familial et social".

Also, access for civil servants who wish upgrading (after entrance examination).

Length of Cycle: Two years for clerical skills, three years for home economics and social work.

Enrollment: 1983 - 1984: 320 (both cycles B and C) distributed over the following sections:

- Agents des Impots
- Agents du Trésor
- Brigadier des Douanes
- Secrétaires des Greffes et Parquets
- Secrétaires d'Administration Générale
- Section Sociale

Capacity: 200 students for both B and C cycles.

Output: 1983:

- Agents Juridiques	8
- Brigadiers des Douanes	26
- Agents des Impots	11
- Comptables	25 ) B
- Secrétaires Sténo	11 )
- Employés de Bureau	27
- Ministères - Section Sociale	6 ) B

Diploma: Le certificat de l'ENFACOS

Classification: C level education (CAP)

Profile of Output:

- Cadres inférieurs for clerical and administrative work
- Cadres inférieurs for home economics and social work (only 12 women were trained in 1983 - 1984).

Possible Allocation of Output:

- Civil service level C.
- Private sector.
- FNE AND IFF for home economics and social work.

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Staff: Number 27 full-time supplemented by part-time teachers from the civil service for specialized technical subjects, of which expatriates (full-time) 21 (78%). Profile of Mauritanian staff: lack pedagogical training, especially part-time teachers for specialized technical subjects.

SECONDARY VOCATIONAL AND TECHNICAL EDUCATIONLOWER LEVELENFVA (Ecole Nationale de Formation et de Vulgarisation Agricole) in Kaedi.Responsible Ministry: MRDTarget Group: School leavers from lower secondary general education without the B.E.P.C. and professional entrance examination.Length of Cycle: 3 yearsEnrollment: 1983 - 1984: 42 in the areas of agriculture, animal husbandry, forestry.Output: 1983 - 1984: 14 (7 animal husbandry, 7 forestry).Capacity: 90 studentsDiploma: Certificate of ENFVA cycle C.Classification: C levelProfile of Output: Animal husbandry specialists, rural economy monitors, and forestry monitors.Possible Allocation of Output: Ministry of Rural Development at regional level and SONADER.Staff: 26 (cycles B and C) Mauritians taken from the civil service without appropriate pedagogical training.

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SECONDARY VOCATIONAL AND TECHNICAL EDUCATIONUPPER LEVEL

Technical Secondary Education (Lycée d'Enseignement Technique - Nouakchott)

Responsible Ministry: MESFCFP

Target Group:

- Students with CAP
- Students with BEPC
- Students with higher secondary education but not a BAC (for BTP)

Length of Cycle:

- 2 years BEP (Brevet d'Etudes Professionnelles)
- 3 years BTP (Baccalaureat Technique Professionnel)  
BTS (Baccalaureat Technique avec Option) (Specialization)

Enrollment: 1982 - 1983:

- 335 Brevet Techniciens
- Genre Mecanique
- Fabrication Mecanique
- Genre Civil
- Genre Electrique

Output: 1981 - 1982:

<u>BAC</u>	TP	11
	TS	<u>18</u>
		29
		==

Diploma:

- BEP Brevet d'Etudes Professionnelles
- BAC Technique avec Option TS
- BAC Technique Professionnel TP

Classification: B level education

Profile of Output:

- Brevet Professionnel: (BEP) Students with CAP receive additional training of two years in their area of specialization and become suitable for "encadrement au niveau de l'exécution".
- BTS: BAC Technique students become suitable for " responsable d execution".
- BTP: BAC Technique Professionnel students become suitable for "un enseignement de la conception professionnelle".

Possible Allocation of Output:

- BEP Labor market Private and Public Sector: level of Technician.

BTS and BTP: higher technical training at CSEI.

Staff: Number 52  
of which expatriates 47 (90%)

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SECONDARY VOCATIONAL AND TECHNICAL EDUCATIONUPPER LEVELENFACOS

Responsible Ministry: MESFCFP

Target Group: Students who have some upper level secondary education (1 to 3 years) without the BAC to be trained as qualified administrators for execution. Also, access for civil servants who seek upgrading from C to B level with three years of service and subject to entrance examination.

Length of Cycle: 2 years

Enrollment: 1983 - 1984: 320 (both B and C) with following sections:

	Output 1983
- Contrôleur des Douanes	1
- Contrôleurs du Trésor	13
- Contrôleurs des Impôts	
- Greffiers	
- Contrôleurs du Travail	
- Réducteurs d'Administration Générale	
- Statisticiens	16

Capacity: 200 students for both B and C levels.

Output: 1983: 30

Diploma: BREVET de l'ENFACOS

Classification: B level education (BREVET)

Profile of Output: Cadres moyens d'exécution for administrative tasks in the civil service.

Possible allocation of Output: Civil service level B

Staff: See C level ENFACOS

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SECONDARY VOCATIONAL AND TECHNICAL EDUCATIONUPPER LEVEL

ENFVA (Ecole Nationale de Formation et de Vulgarisation Agricoles) in Kaedi

Responsible Ministry: MRD

Target Group: School leavers, from one to three years of the upper level of secondary general education without the BAC, and professional entrance examination.

Length of Cycle: 3 years

Enrollment: 1983 - 1984: 88 students in the areas of agriculture (11) animal husbandry (23) and forestry (54).

Output: 1983 - 1984:

- 19 in agriculture
- 20 in animal husbandry
- 16 in forestry

Capacity: 190 students

Diploma: Certificate of ENFVA cycle B

Classification: B level

Profile of Output:

- Work foremen for agriculture
- Overseers for forestry
- Assistant for animal husbandry

Possible Allocation of Output: Ministry of Rural Development at regional level, SONADER.

Staff: 26, all Mauritians



HIGHER EDUCATIONTEACHER TRAINING

ENS (Ecole Normale Supérieure - Nouakchott)

Responsible Ministry: MESFCFP

Target Group: Baccalaureat holders selected by entrance examination.

Length of Cycle:

- 2 years for students who are to become teachers at the lower level of secondary general education (C.E.G.).

- 4 years for students who are to become teachers at the higher level of secondary general education (L.E.G.).

The ENS is also training inspectors and assistant inspectors for primary education.

Enrollment: 1983 - 1984

Series Letters	431	(52%)
Series Sciences	394	(47%)
	<u>825</u>	
	===	
Cycle of 2 years	66%	
Cycle of 4 years	34%	

Output: 1983

Cycle of 2 years	165	(from 1972 - 1983: 791)
Cycle of 4 years	<u>76</u>	(from 1972 - 1983: <u>251</u> )
Total	241	1,042
	===	=====

Capacity: 800 for both cycles.

Diploma: For teachers of CEG

Certificat d'Aptitude Professionnelle pour le Premier Cycle (CAPPC).

For teachers of LEG

Certificat d'Aptitude Professionnelle pour l'Enseignement Secondaire (CAPES).

Classification: A level education

Profile of Output: Qualified teachers in Humanities or Sciences for the secondary general educational system.

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Possible Allocation of Output:

- Collège d'enseignement général
- Lycée d'Enseignement Général

These institutions are scattered all over the country with in each region at least one collège and one lycée.

Staff: Number 81  
of which expatriates 66 (80%)

Profile: All university trained with maîtrise as a minimum.

## HIGHER EDUCATION

## NON UNIVERSITY - TECHNICAL

CSET (Centre Supérieur d'Enseignement Technique - Nouakchott)

Responsible Ministry: MESFCFP

Target Group: Students with BAC from Lycée Technique

Length of Cycle: 2 years and 4 years

Enrollment: (1983 - 1984):

BTS (Brevet Technique Supérieur)	36
DUT (Diplôme Universitaire de Technologie)	5
PET (Professeur d'Enseignement Technique)	16
Total	57
	==

Capacity: Limited facilities (former SNIM garage).

Output: Expected 1984 -

BTS	20
DUT	5
PET	-
	<u>25</u>
	==

The cycle for DUT is four years, but two years are presently taken in Dakar.

Diploma:

- Brevet Technique Supérieur
- Diplôme Universitaire Technique (LT)
- Professeur d'Enseignement Technique (CT)

Classification: A level education

Profile of Output:

- Techniciens supérieurs for industrial employment.
- Professors Collège Technique PET.
- Professors Lycée Technique DUT.

Possible Allocation of Output:

- BTS largely trained and financed by SNIM
- DUT LCI
- PET CI

Staff: 10 permanent of which expatriates 8  
Visiting 4 (1 Mauritanian)

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HIGHER EDUCATIONUNIVERSITY

## UNIVERSITE DE NOUAKCHOTT

Responsible Ministry: MESFCFP

Target Group: Students with BAC (including professionals).

Length of Cycle: 4 years

Enrollment: 1983 - 1984: 1,300 students in two faculties: law and Economics and Humanities (300 students are professionals).

Output: First graduates in 1985

Capacity: Difficult to assess since university is using facilities of other institutions.

Diploma:

- Licencié en Lettres
- Licencié en Droit et en Sciences Economiques

Profile of Output: Mainly general education and training in academic subjects.

Possible Allocation of Output:

- Private sector
- Public sector
- Semi-public sector
- Studies Abroad

Staff: The university uses the teaching staff from ENA and ENS.

SHORT TERM TECHNICAL TRAINING AND UPGRADINGCentre Mamadou Touré in Nouadhibou

Responsible Ministry: MESFCFP

Target Group: Boys over 18 years of age with at least 6th grade primary education and employed workers for upgrading.

Length of Cycle: Nine months for the training and variable for the upgrading courses.

Training and upgrading is offered in 12 different areas covering the building sector, the industrial and mining sectors as well as the maritime fishing sector. These sections can be opened or closed according to the demands of the job market.

Enrollment: 1983 1984: 104 students

Output: 1,792 skilled workers from 1960 to 1978.

Capacity: 200 students

Diploma: Certificate of Professional Training

Classification: C level

Profile of Output:

For the students who were never employed: beginning skilled workers. For those who take refresher courses for upgrading: qualified workers.

Possible Allocation of Output: All graduates find employment in the public, semi-public and private sector.

Teaching Staff: 7 teachers, all expatriates

CFPP (Centre de Formation et de Perfectionnement Professionnel)

Responsible Ministry: MESFCFP

Target Group: Employed workers in secondary and tertiary sector (mostly private). Level of education plays minor role (in 1981 20% no education, 40% primary, 30% some secondary, 8% 2d cycle secondary education.

In 1982 74% unemployed.

Length of Cycle: Variable from three to twelve months and two to four hours a day for training and upgrading.

SHORT TERM TECHNICAL TRAINING AND UPGRADING

Training: For training and upgrading six areas:

- Secondary sector - building trades
  - electricity
  - mechanics (automobile)
- Tertiary sector - secretarial work
  - management
  - accountancy

Levels low (beginner)  
 medium (qualified worker, clerical or manual)  
 high (journeyman, foreman or highly qualified clerical worker)

Enrollment:

Training and Upgrading	1981	140 for 37 courses
	1982	140 for 20 courses

<u>Specific Actions:</u>	1981	25
	1982	11

Capacity: 140 to 220 depending on length of training.

Output: Very lively same as enrollment

<u>Diploma:</u> Secondary sector	ouvrier débutant
	ouvrier qualifié
	ouvrier hautement qualifié
	agent de maîtrise
Tertiary sector	employé débutant
	employé qualifié
	employé hautement qualifié

Classification: C and B levels

<u>Profile of Output:</u> C	ouvrier débutant	employé débutant
	ouvrier qualifié	employé qualifié
B	ouvrier hautement qualifié	employé hautement qualifié
	agent de maîtrise	

Possible allocation of Output: mainly private sector for those already employed

16'

Staff: 12 full-time teachers, all Mauritians

Profile: 1 CAP + 6 years experience in Industry  
1 Mamadou Touré + 13 years experience  
1 ENFACOS + 2 years experience  
1 CM2 + 15 years experience + (6 mois stage in France)  
1 LCI + 4 years experience + (6 mois stage in Belgium)  
1 BEPC + 8 years experience  
1 Mamadou Touré + 20 years experience  
1 CM2 + 12 years experience  
1 CM2 + 1 year experience  
1 CAP-BT + 9 years experience  
1 BAC (Terminale) + 5 years experience  
1 BAC Technique + 5 years experience

ORGANIZATION OF EDUCATIONAL INSTITUTIONSMINISTERE DE L'EDUCATION NATIONALE (MEN)DIRECTION DE L'ENSEIGNEMENT PRIMAIRE

- ENSEIGNEMENT FONDAMENTAL
- ENSEIGNEMENT NORMAL POUR INSTITUTEURS (ENI)

DIRECTION DE L'ENSEIGNEMENT SECONDAIRE

- COLLEGE D'ENSEIGNEMENT GENERAL (CEG)
- CENTRE DE FORMATION DE PROFESSEURS DE CEG (CFPCEG)

MINISTERE DE L'ENSEIGNEMENT SUPERIEUR, DE LA FORMATION DES CADRES, ET DE LA FONCTION PUBLIQUEDIRECTION DE L'ENSEIGNEMENT SUPERIEUR

- ECOLE NATIONALE D'ADMINISTRATION (ENA)
- ECOLE NORMALE SUPERIEUR (ENS)
- UNIVERSITE DE NOUAKCHOTT

DIRECTION DE L'ENSEIGNEMENT TECHNIQUE

- COLLEGE ET LYCEE TECHNIQUE DE NOUAKCHOTT (CLT)
- ECOLE NATIONALE DE FORMATION FAMILIALE COMMERCIALE ET SOCIALE (ENFACOS)
- CENTRE MAMADOU TOURE
- CENTRE DE FORMATION ET DE PERFECTIONNEMENT PROFESSIONNELS (C.F.P.F.)
- CENTRE D'ENSEIGNEMENT TECHNIQUE SUPERIEUR (CSET)

MINISTERE DU DEVELOPPEMENT RURAL

- ECOLE NATIONALE DE FORMATION ET DE VULGARISATION AGRICOLE.

## ANNEX A-8

### AGRICULTURAL PRODUCTION AND FOOD SECURITY

#### I. Introduction

Mauritania's Agricultural Zone is largely limited to a narrow belt of land extending along its southern border with Senegal and Mali, and North to the 200 mm\* rainfall isohyet. The 300 mm rainfall isohyet lies roughly on a line Rosso-Bogh(-Aioun and Niama. In addition, a number of oases with a total of some 4,500 hectares are scattered through the more desertic parts of the country side.

Within the zone defined above, farmers plant rainfed cereals, mainly millet, when there is enough rainfall for germination. Yields are highly variable depending upon the amount and timing of rainfall during the growing season. Millet and sorghum, which represent more than 95 percent of the area planted, are also planted in depressions where runoff water collects and in areas which accumulate water from small dams. In addition, flood recessional cropping\*\* is practiced widely in the Senegal and Gorgol valleys. The average area of land planted each year following the annual flood varies greatly depending upon the amount of rainfall in the river basins and the height of the flood. It is estimated that about 48,000 hectares of flood recessional crops are planted in a "normal" year. However, in 1972, the year of 100 year\*\*\* low flood, less than 5,000 hectares were planted. In years of exceptional flood, the area planted may be as much as 60,000 or more hectares.

Below normal rainfall,\*\*\*\* beginning in the early 1970's and continuing to the present time has resulted in a substantial reduction in the area of cereals planted and in yields per hectare.

In addition to rainfed crops, and cropping behind small dams and barrages, there are between 5,000 and 6,000 hectares under controlled irrigation in the Senegal and Gorgol valleys. Controlled irrigation is projected to increase to about 26,000 hectares by 1990. Upon completion of the manatani dam in Mali and regularization of the Senegal's flow, Mauritania expects eventually to irrigate 100,000 hectares. By double cropping, this would

\* 25.4 mm - 1 inch

\*\* Crops planted after flood water recedes. The crop is produced entirely on moisture stored in the soil profile during the period of flood.

\*\*\* Probability of occurring once in 100 years.

\*\*\*\* The average annual rainfall in the 1970's was from 20-40 percent less than in the 1950's and 1960's. In 1983 the average rainfall at nine stations in the agricultural area was only 41 mm or 89 percent below normal.

give an annual potential of 200,000 hectares of irrigated crops. This potential will be achieved only if many requirements are met including the capacity to plan, construct and maintain irrigation systems and to organize and implement suitable agricultural production and marketing programs.

Table 1

PROJECTED AREA, YIELDS AND PRODUCTION OF CEREALS IN 1990

	High Estimate			Low Estimate		
	HA	Yield KG/HA	Prod. M/T	HA	Yield KG/HA	Prod. M/T
Rainfed	81,000	250	20,250	60,000	200	12,000
Small Dams	53,000	400	21,250	10,000	400	4,000
Recessional	48,000	450	21,600	20,000	400	8,000
Other Dryland	<u>10,000</u>	800	<u>8,000</u>	<u>5,000</u>	400	<u>2,000</u>
TOTAL DRYLAND	192,000		71,050	95,000		26,000
Irrigated	<u>26,000</u>	3,700	<u>96,000</u>	<u>26,000</u>		<u>96,000</u>
TOTALS	218,000 =====		167,050 =====	121,000 =====		121,000 =====

Mauritania Food for Development Program (PL 480, Title II, Section 206) page 43, Agency for International Development, Washington, D.C., April 1981.

Three levels of cereal needs for 1990 were projected by RAMS: high - 314,000, medium - 245,000 and low - 275,000 T.

The figures in Table 1 show that a large gap exists between projected production and self-sufficiency in food production. Since there are no realistic possibilities for expanding the area in rainfed crops, barring a sudden favorable change in climatic patterns, increases in production will have to come from higher yields resulting from the application of new technology or innovative practices. Also, existing and additional land put under irrigation must be managed to produce at higher levels than in the past by employing improved soil and crop management practices, better water control, developing and using higher yielding crop varieties and achieving a higher coefficient of use of the irrigated land (double cropping).

## II. Ministry of Rural Development (MRD)

Every Division Director of the MRD interviewed stated that specialized manpower was their greatest need in the area of human resources. Middle and lower cadres are generally available, although admittedly of variable quality. Lacking are agricultural specialists to plan and monitor the implementation of production programs and other agricultural interventions. The training plan in this project (Annex A-12) addresses the need for personnel who have in-depth knowledge of technical subject matter and

managerial capabilities. Training is concentrated in three categories:

- (a) Upgrading the staff of the only agricultural school (ENFVA) in Mauritania.
- (b) Upgrading the staff of operating Divisions through specialized training for selected positions.
- (c) Strengthening and skills upgrading of extension agents and agricultural officers through short-term seminars on agricultural production techniques and policy issues.

The objective of upgrading the ENFVA staff is to enable the school to turn out graduates who are better trained and better qualified for agricultural extension and other positions to which they will be assigned. Rather than looking to an expatriate staff, special efforts must be made to increase the competence of teachers by providing specialization training.

The first requirement of an effective agricultural extension program is a package of appropriate technology or practices suited to the needs of the farmers which will give economic increases in production. Such technology must be developed or verified by in-country applied research carried out by qualified research personnel. These training needs of CNRADA or to be met under an OMVS project, and are therefore excluded from this project. Short-term seminars and refresher courses will be organized and funded under HRDP to strengthen the technical expertise of extension agents and agricultural officers on appropriate technology and agricultural policy planning issues.

Controlled water use, a goal of the OMVS development plan, will give a new production potential which can be exploited by Mauritania only if a cadre of adequately trained personnel are available to meet the challenge of this new potential. The project will train specialists in Hydraulics and Irrigation Engineering.

### III. National School for Training and Agricultural Extension (ENFVA)

The ENFVA was established at Kaedi in 1967 to train middle and lower level agricultural extension agents. Initially, it was attached to the Ministry of Education, but in 1978 the school was placed under the Direction of the Ministry of Rural Development.

Graduates are assigned to appropriate Divisions of the Ministry of Rural Development (crop production, crop protection, animal husbandry and livestock health, rural engineering, or environmental protection\*). In addition, some of the graduates may be assigned to SONADER and CNRDA depending upon need and availability.

Saudi Arabia has agreed to finance the cost of expanding the facilities and staff to handle 300 students and to include teaching in Arabic as well as French. This expansion will enable the school to graduate about 100 students each year instead of 30 - 40 the present number.

\* Soil, water, forest and wildlife conservation and protection.

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The curriculum is divided into the following sections:

Plant Protection, Rural Engineering, Animal Husbandry, Agricultural Extension and Cooperation. Entering students are placed in either the "B" level curriculum for those with the Baccalaureat who enter directly from secondary school, or the "C" level which is open to students with a primary education plus two years of secondary school, and to lower "cadres" who have graduated from primary school and have three years of work experience are eligible for entrance based upon a special examination (Annex A-6, pp 14, 17 provides further information on ENFVA).

From 1967 until 1981 the FAO under an UNDP funded project provided the basic teaching staff for the Kaedi school. Efforts to develop a cadre of capable Mauritanian teachers were only partially achieved.

ENFVA presently has a staff of 26 Mauritanian instructors, and assistants. The basic weakness is a lack of specialization. All are generalists in the sense that their training was in general agriculture plus varying amounts of short-term training in specific subject matter fields.

#### IV. Agriculture Division (Direction de l'Agriculture)

The Agriculture Division has two principal functions directly related to food production: agricultural extension and plant protection. In addition, an agro-meteorological service gathers meteorological data important to agriculture and a Bureau of Studies and Development is responsible for various kinds of special studies and statistics. An Entomology laboratory is also under the Central Office.

Seven expatriate specialists in the Central Office include a hydrologist, meteorologist, three agricultural economists, an agronomist and an entomologist. There are nine regional offices each headed by a "Chef de Secteur". Each sector has personnel who are supposed to carry out agricultural extension programs, and plant protection activities. In addition to the Regional Officer, there once were eight functioning Agricultural Extension Centers (CERs). All were located in the main agricultural areas of the south-east and south, but due to budget constraints only two now have staff and are still functioning. The CERs function during the crop planting "campaign", but are inactive during the remainder of the year. They are headed by "B" level cadres who supervise "C" and "D" level personnel.

For the most part, the "A" level cadres of the Division have general agricultural training with no particular area of subject matter emphasis. Consequently, they have a limited capacity to plan and oversee production programs. The extension program is weak in scope and effectiveness because of budget restrictions, lack of specialists for planning and preparation of extension programs, and lack of adequate liaison with the research center. A three year UNDP financed, ILD executed project is scheduled for September 1984. The major objectives include an evaluation of MRD extension needs, and recommended training initiatives to effectively communicate appropriate techniques to traditional farmers.

Priority training needs were identified in the following areas:

Soil Science	Cereal Crops
Entomology	Ag. Extension
Livestock Production	Ag. Economics (ag. credit)
Horticulture (fruits, vegetables)	Ag. Machinery

Mauritanians are now being trained abroad for the Division in horticulture, entomology, plant pathology and ag. machinery.

In addition to the specialized training objective, participants should have complementary training in agricultural extension methods and techniques as extension program development and monitoring will constitute their major responsibilities upon return.

#### V. Livestock Division (Service d'Eleavage)

The Livestock Division has three principal functions: (a) the control of animal pests and diseases; (b) the inspection of animals slaughtered and sold in towns and cities; and (c) promotion of livestock raising through development of improved pastures and rangeland, feeding demonstration and research and other animal husbandry practices.

The principal tasks which engage the attention of the Livestock Division are those which fall under (a) and (b) above.

The Central Office is composed of two services: Animal Health and Animal Production. The magnitude of the tasks of the Livestock Division is shown by the size of the livestock herd which numbers an estimated 2.6 million sheep, 2.5 million goats, 1.1 million cattle and 656,000 camels.

There are three cooperative for poultry production.

The continuing drought and progressive desertification of rangeland has left the livestock industry in a precarious position. Lines of action which need emphasis include (a) the development or expansion of irrigated pastures and forage crops in the Senegal Valley and (b) encouraging mixed farming particularly by families operating irrigated farms. A major weakness in the Livestock Division is the shortage of specialists in feeds and feeding requirements of the various types of livestock, production and use of forage crops (dryland and irrigated), small ruminant (sheep and goats) improvement and production, and poultry production. Four persons from the Division are in training in veterinary science in Senegal and one in Morocco. None are being trained abroad in the areas proposed for U.S. training.

#### VI. Division of Rural Engineering (Genie Rural)

The Rural Engineering Division is responsible for planning and construction of small dams and dikes which control and regulate the use of runoff water. The water retained by these structures may be used for (a) crop production following recession of the retained water, (b) livestock water or (c) replenishment of ground water by infiltration. In 1983, crops were grown on an estimated 5,300 hectares of land flooded by small dams and dikes.

This Division also assists cooperatives in land preparation, and the installation of pumps and canals for irrigation of small perimeters (10 - 20 hectares in size).

The Central Office has the following divisions: Dams and Construction, Topography, Hydraulics, Studies and Planning, and Programs and Evaluations.

For field work there are four mobile brigades each consisting of a bulldozer (two drivers), a front loader (drivers), one dump truck (one chauffeur), a mechanic, and a welder. Two workshops and two servicing stations are responsible for repair and service of equipment. Training needs were identified as hydraulic engineers, irrigation engineers, cartographers, topographers, and a specialist in soil mechanics. Training of mechanics for water pump and heavy equipment maintenance and repair is also needed.

#### VII. Division of Environmental Protection (Protection de la Nature)

This Division is responsible in collaboration with other interested Divisions for the application of measures to reduce desertification, for soil and water conservation, protection of the vegetative cover, protection of wildlife and control of hunting.

The Division is organized into two services: Reforestation, and Conservation of Soils and Rangeland. The former is divided into two Bureaus: Forestry and Hunting. The second also has two Bureaus: Programs against desertification and Rangelands. A Personnel Bureau attached directly to the Director's Office includes: Personnel, Studies and Programs.

Each of the nine regions has Environmental Protection Inspectors. They are usually middle-level personnel who supervise lower-level agents who are responsible for enforcing laws regulating the cutting of trees, hunting, and burning of rangelands. In theory, permits are required for any tree cutting and making of charcoal. However, enforcement is minimal due to an inadequate number of agents and an urgent need for fuel in towns and villages. An estimated 80 percent of the population depend upon fuel from wood. Other than a few projects financed by external sources, little reforestation is taking place because of budget restrictions and personnel limitations.

The Bureau of Soil Conservation and Rangelands is responsible for anti-desertification programs and for grazing controls. The continuing lower than normal rainfall and rising population is putting increasing pressure on land and vegetation resources. An obvious problem of serious proportions is sand invasion that is occurring in a large area south and east of Nouakchott where dunes are moving across main arteries of communication and destroying the little vegetation. Dune stabilization and reduction of soil blowing are undoubtedly the most difficult problems confronting the Division. Protection of rangelands, which cover an estimated 193,600 square miles, from overuse through controlled grazing is also a function of the Division.

The Division has great training needs at all levels given the relatively few number of ENFVA graduates for appropriate assignment. By 2000 the Division projects the need for 50 "A" level cadres, 100 middle-level personnel, and 300 field agents. In the immediate future, training priorities include Forestry, Plant Pathology, Plant Protection, Project Planning and Evaluation, and Soil Sciences (Ecology and Conservation). Preference is accorded initially to specialization training of university graduates.

#### VII. National Society for Rural Development (SONADER)

Established in 1975, SONADER is a semi-autonomous organization responsible for hydro-agricultural development in Mauritania including studies, planning, design, construction, and maintenance. It is also responsible in the irrigated zones for training farmers (agricultural extension), provision of production inputs through credit in kind and collection of debts owed by farmers for inputs.

The overall objective of SONADER is to carry out all activities required to replace flood recessional agriculture in the Senegal and other river valleys by controlled irrigation systems, and to train farmers as rapidly as possible in new improved production technology.

SONADER is a large organization with a Central Office in Nouakchott including an Administrative and Financial Management Division, a Technical Division, and a Control and Management Office. Regional Divisions are located at Rosso, Kaedi, and Bogh. Other field activities include projects at Fouta Beitta, Achram, and Gouraye.

About 5,000 hectares in small and large perimeters are now under irrigation producing about 22,000 tons of cereals annually, mainly rice. By 1990 the area under irrigation is projected to be 23,400 hectares which will be farmed by 70,000 families. Farmers in small perimeters will have 0.25 ha of land and those in large perimeters will farm 0.5 ha. To reach 23,400 hectares by 1990, SONADER plans to extend controlled irrigation to 3,444 ha in small village perimeters by pumping from the river, 85 ha by pumping from wells and 14,580 hectares in large perimeters. In June 1983 SONADER prepared a detailed personnel study and an analysis of needs at all levels to carry out their projected program of irrigation development during the period 1983 - 1990.

Permanent technical and professional personnel in SONADER in April 1983 numbered 374. Seventy-four were professional staff of whom 31 were expatriate. Personnel in the Central Office represent 38 percent of the total number and those in the field 62 percent. Of the 34 expatriates funded by technical assistance programs, 14 are assigned to the Central Office and 20 in the field. The expatriate need in the future will increase from the 38 on board in 1983 to 64 in 1986 then will decrease to 38 in 1990.

\* Programme de la Formation des Agriculteurs encadrés pour la SONADER et de son propre Personnel. SONADER, Juin 1983.

The main bottlenecks in the area of human resources affecting SONADER are mainly at the middle level. The following are specific areas of weakness: (a) office administration and accounting, (b) inadequate training of extension personnel, (c) slowness in incorporating new and improved technology in extension programs and (d) inadequate research on crop protection systems (crop rotations, fertilization, etc.).

SONADER expressed interest in U.S. training of one or two Mauritians at the irrigation engineer level to obtain better access to U.S. irrigation planning methods, project management, production programs and maintenance organizations and management. Training of bookkeepers and accountants is also desired.

#### VIII. Cereals Production and Imports (Commissariat a la Securite Alimentaire)

Figure 1\* shows the precipitous drop in cereals production as a result of the continuing drought from 90,000 to 100,000 tons per year during the period 1967 - 1969 to an average of about 43,000 tons per year for the period 1971 to 1983. One sees also the mounting size of the cereals deficit as imports continue to climb and production to fall. The SIRM estimates cereal consumption needs in 1984 at 255,000 m.t. (1.7 million people x 100 kg/person/year) and production at 15,000 m.t. Assuming these figures are valid, imports in 1984 could be on the order of 200,000 m.t. This is eight times the average annual imports during the three year period 1967 - 1969 while population has increased only 1.7 times!

Since the early years of the Sahelian drought, the U.S.G. has been an important donor of food aid to Mauritania. Under the provision of PL 480, Title II, Section 206 the U.S.G. will supply 20,000 tons of wheat and grain sorghum valued at about \$5,440,000 in each of three years starting in 1984. Local currency generated by sale of the imported grain will be used to pay certain administrative costs of the program including warehousing and handling, in-service training and some equipment to the CSA to enable that organization to improve record-keeping, filing of documents, accounting procedures, vehicle maintenance, and report preparation.

CSA training needs include management and financial administration training, technical refresher courses for line managers, and skills upgrading of support personnel-accountants, secretaries and mechanics.

\* Production figures are from FAO printout dated 6/80. Import figures for 1967 - 1977 are from FAO data in Mauritania Food for Development Program (PL 480, Title II, Section 206) by Warren Enger, DEVRES for Agency for International Development, Washington, D.C., April 1981. For years 1978-1983 import figures are from files of Food for Peace Office, USAID/Nouakchott.

THE MAURITANIAN PUBLIC SECTOR AND THE HRD PROJECTMAURITANIAN PUBLIC SECTOR EMPLOYEES

Public sector employees, 9,570 in 1970 (excluding police and military forces), are divided into four main grades according to their level of formal educational attainment - from grade A to D. These, in turn, are divided into a higher and lower level (e.g. A2 and A1, B2 and B1, etc.) each having 14 steps (the steps themselves are divided into a ladder of eight and a higher ladder of six).

Government employees are grouped by type into six slightly different pay scales (except for those concerning drivers and household domestics, which have only C and D grades): general administrative (levels GA2, GA1, GB1, GC2, GC1, GD2, GD1); technical (levels TA2, TA1, TB2, TB1, TC2, TC1, TD2, TD1); educational (levels EA2, EA1, EB1, EC2, EC1). and secretarial (SA1, SB1, SC1, SD1).

Salaries are roughly similar by grade level between the various categories of employees. In fact there is a uniform point grid for all government employees, so that each grade and each step in grade has a corresponding number of points. The slight differences in grade salary ranges between the various categories are explained by the differential number of points accorded to these grades in the basic civil service legislation (Public Decrees 69-286, 69-287, 69-288, and 69-289 of November 27, 1969).

In this same legislation all job titles and (brief) job descriptions are listed for the civil service, accompanied by grade level and the formal educational achievement necessary to be accepted at that level. The A-level is attained by completing a post-high school degree (post-baccalaureat) or the A-cycle course (2-4 years) at the National School for Public Administration (ENA) in Nouakchott. The B-level is reached by completing the B-cycle at a relevant Mauritanian institution (e.g. ENFVA, the National Agricultural School at Kaedi) or a recognized curriculum designed for pre-baccalaureat (high school diploma) students. C-level is attained by finishing a relevant C-cycle course or an equivalent diploma open to primary school graduates.

Salary ranges for the various categories of civil servants involved in skills upgrading under the HRD project are as follows (in UM's per month):

TABLE I

<u>ADMINISTRATORS</u>	<u>TECHNICIANS</u>
GA2 = 24,129 - 16,210	TA2 = 24,309 - 16,330
GA1 = 19,843 - 13,329	TA1 = 20,123 - 13,522
GB1 = 13,779 - 9,253	TB2 = 19,139 - 12,859
GC2 = 10,282 - 6,905	TB1 = 12,345 - 8,293

TEACHERS

EA2 = 24,478 - 16,450

EA1 = 20,415 - 13,716

EB1 = 16,956 - 11,390

SECRETARIAL

SB1 = 15,240 - 10,240

SC1 = 12,510 - 8,400

SD1 = 8,407 - 5,640

Step increases in the civil service system are awarded automatically every two years. This amounts to an award of 75-100 points for A-level personnel, 50-60 for B's and about 25-50 for C's. Points are awarded for successful completion of further training in grade, but only for full academic years (nine months) completed. A-level cadres in government service receive 50 points per year of completed study. Points are converted to income through multiplication by a coefficient which is increased periodically. Currently, it appears to be 187. The exact coefficient at time of project implementation should be verified.

In addition to their salary, Mauritanian civil servants receive a number of bonuses: free housing or housing allowances for secretaries-general, heads of directorates, heads of central services, and teaching staff; a household furnishing allowance for the same; a heating allowance for secretaries-general and certain other categories whose work may require late-night hours (nurses, translators); and bonuses for leadership positions (i.e. secretary-general, head of directorate, head of service, head of division). These bonuses are specified in supplemental civil service legislation (Public Decrees 69-267 and 76-011).

RECRUITMENT, PLACEMENT, AND TRAINING OF CIVIL SERVICE EMPLOYEES

Recruitment, placement, and training of civil servants is in the hands of the Ministry of Higher Education, Staff Training, and Civil Service. The HRD project will necessarily be involved with all three directorates of this ministry: Directorate of Higher Education, Directorate of Technical Education, and Directorate of Civil Service.

Briefly the Directorate of Higher Education operates to provide post-high school training to holders of the baccalaureat degree. Until recently this meant the distribution of foreign scholarships. With the creation two years ago of the University of Nouakchott, large numbers of liberal arts students have been channeled off to domestic university education. Students in the technical fields (mathematics, sciences) still receive scholarships for study abroad. These are distributed by an Inter-ministerial Orientation Committee upon recommendations established by the Director of Higher Education.

Upon the return of these students to Mauritania, the Directorate of Civil Service places these students in relevant ministries, according to their degree specialization. An Inter-ministerial Diploma Equivalency Committee makes final decisions concerning grade and step level, upon recommendation of the Director of Civil Service.

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Civil servants who have received scholarships for study abroad owe ten years of service to the State. After three years in grade, they are eligible to apply for retraining. Decree No. 82.099/bis dated August 13, 1982 establishes the requirements and procedures for overseas training of GIRM civil servants. The Directorate of Civil Service must verify that candidates have the necessary qualifications for the proposed training, meet age requirements, and have professional experience. In collaboration with the Directorate of Technical Education and Professional Training, training opportunities are identified, and authorization is provided for the proposed study leave (mise en stage). Final selection of civil servant nominees is made jointly by the Ministry of Higher Education, Staff Training, and Civil Service and the nominating Ministry. Competitive or professional testing may be required. All civil servants (but not parastatal employees, who have their own personnel and salary systems) to be trained under the HRD project will pass necessarily through the Technical Education and Civil Service placement certification process. This directorate also places graduates of the Technical High School into relevant university-level domestic or foreign technical programs. Upon their return, as is the case for all returning civil servants from further training, their placement and new grade levels are determined by the Directorate of Civil Service. Candidates for overseas training from the parastatal organizations, and the private sector can be nominated directly to organization or donor agencies offering training opportunities.

#### PUBLIC INSTITUTIONAL ISSUES FOR THE HRD PROJECT

There are two issues to be addressed during project implementation. The first is the capacity of the Ministry of Civil Service to process the fairly large number of employees which HRD proposes to train, particularly their reinsertion at suitable grade levels in relevant positions in appropriate institutions. The second is the degree to which the returning trainees will be utilized efficiently in the institutions from which they were originally selected.

1. Based on preliminary investigation in the Ministry of Higher Education, Staff Training and Civil Service, and in view of the marked lack of coordination in functions between the three directorates, it will be necessary for the contractor team leader to establish close continuing contact with all three directors and with relevant heads of services.

What is required to insure proper processing of training participants by the Directorates of Technical Education (all civil service employees) and Higher Education (trainees not yet government employees) is proper review by the contractor chief of party and a Mauritanian counterpart from a neutral institution, the Ministry of Planning, Directorate of Planning. Frequent coordinating visits to these directorates, and nominating Ministries, to ensure fair and expeditious processing of candidates, including the administration of any screening examination for advanced-skills candidates, will have to be made by project implementors. Selection criteria must be developed regarding minimum academic qualifications, and desirable professional experience. Special efforts will have to be made to identify and select private sector candidates for the proposed management and vocational training.

The same is true of the Directorate of Civil Service which, by law, processes returning trainees. Frequent consultation by project implementors (both before and after trainees return) with the director and his staff should ensure fair and expeditious reinsertion of long-term trainees. The short-term, part-time training conducted in Nouakchott will not involve any problems of reinsertion. Nor will the training for para-public institutions, which have their own personnel system, including recruitment, placement, and training (as available).

2. The identification of the GIRM coordinating or counterpart organization has been addressed. Attempting to work with any one directorate within the Ministry of Higher Education, Staff Training and Civil Service was considered. The major administrative problem would be the lack of coordination between the three directorates. Attempting to impose on the ministry a coordinating mechanism or office at the level of secretary-general would not solve the problem, since the counterpart would have to be one or more of the directors, who most certainly would resist and resent any such imposition. It is therefore recommended that such a Mauritanian coordinating mechanism be placed outside the Ministry of Higher Education in spite of the latter's key involvement with the activities of the HRD project. It would appear that the only other appropriate candidate for institutional support would be the Ministry of Planning, specifically the Sectoral Programs Service of the Directorate of Planning. In view of its participation in the HRD project development, one far surpassing that emanating from the Ministry of Higher Education, this directorate seems already well committed to the concept of the present project.

3. With respect to the issue of the effective use of returned employees, one cannot say with absolute certainty that all personnel with upgraded skills will find an institutional environment receptive to their new knowledge or skills training. In view of extensive investigation with representatives of organization involved, it can be said that there is a high probability that the training involved will enable the returning personnel to function more effectively in their previous position and that they will have a positive influence on their institutional environment.

Care has been taken in project development to identify skills deficiencies in actually occupied positions in key management or technical areas of organizations most closely related to the problem of food security in Mauritania. In those cases where trainees are not presently employed in the same positions they will occupy after training (some MBA-level trainees, refrigeration and diesel mechanics in industrial fishery), it has been established that there is a clear-cut need for such new personnel and that all should be hired quickly in those institutions expressing a desire for them.

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## ANNEX A-11

### PARASTATAL ORGANIZATIONS

#### I. C.S.A. (Food Security Commission)

The Food Security Commission was established September 22, 1982, by Presidential Decree 90-82. It lies under the direct supervision of the Prime Minister's Office and is headed by a commissioner and an assistant commissioner. The C.S.A. represents the amalgamation of two former institutions, the Mauritanian Cereal Office (O.M.C.) and the Food Aid Commission (C.D.A.).

The O.M.C. had been established in 1975 with the objectives of establishing a grain (millet, sorghum) purchasing and marketing organization capable of preventing unequitable and speculative grain distribution within Mauritania, particularly during a time of sparse and erratic annual rainfall. Although O.M.C. fully planned to purchase foreign grain for resale within the country, as SONIMEX does for rice, it lacked the funding to do so. With domestic production dropping to well below subsistence levels, O.M.C. came increasingly to be simply a contractual supplier of services to the Food Aid Commission itself founded in 1979.

The Food Aid Commission (C.A.A.) was empowered to manage donor assistance grain. Originally designed as emergency drought relief, donor grain from a variety of sources, including the World Food Program (F.A.O.), P.L. 480 (USAID), and West Germany has increasingly come to be relied upon by the Mauritanian population. According to F.A.O. sources, Mauritania at present only produces 6% of its yearly grain needs. Much of the balance is made up by food aid and clandestine imports from neighboring countries.

The new Food Security Commission (C.S.A.) is composed of 4 departments, the Departments of Administration and Finance, Commercialization and Food Security, Emergency Aid, Logistic and Transport and 1 transit office. The organization employs a total of 600 people in its various distribution points throughout the country.

The Food Aid and Marketing department (D.C.S.A.) is charged with the primary organizational mandate of defining food distribution policy, creating and managing food stocks throughout the country, and selling the grain at controlled prices and quantities to retailers. This department is divided into 4 Services:

Price Stabilization and Marketing; Agency Supervision and Inspection of the three field agencies; Infrastructure for Storage and Maintenance (of grain stocks), Supervision of Shipments.

The Logistics and Transportation Department (D.L.T.) has responsibilities for transportation of grain to the various sales points (60) from the port at Nouakchott and the maintenance in working order of its fleet of trucks. This department is sub-divided into the Transportation Service and the Logistical and Repair Service.

The Emergency Aid Department (D.A.U.), smaller than the others, has as duty the distribution of food aid free of charge to areas of national disaster or to special development projects, especially those aiming eventually at increased agricultural production. This department has 2 sub-divisions: Production Aid Service, and the Disaster Relief Service.

Staff Functions are assured in C.S.A. by the Administrative and Financial department (D.A.F.), which manages all personnel functions, the organizational budget, and all accounting and record-keeping processes. Sub-divisions of this department are Personnel Management and Accounting.

The Transit Office, which has been placed directly under the authority of the Assistant Commissioner, has as responsibility the supervision of unloading and port storage of grain received from outside the country, which at present constitutes the sole source of C.S.A. grain receipts.

### HUMAN RESOURCE UPGRADING NEEDS

There is at present an F.A.O. technical assistant in residence in C.S.A. and attached to the office of the Assistant Commissioner. His mission is to thoroughly study the structure and functioning of the C.S.A. in order to identify bottlenecks, skills needs, and to bring about structural and especially functional reform over the next 1 - 2 years. The program he has developed from this key food security organization stresses training of C.S.A. personnel at all levels. This will be carried out through an assortment of scholarships and seminars.

The F.A.O. analysis and training program, already approved and under way in C.S.A. consists of the following stages: A Baseline Study to determine bottlenecks in physical structure, operational structure and financial organization (January-February 1984); a Program for Structural Improvement to upgrade management procedures and performance in the areas of personnel, transportation, storage, accounting and budget (March-April 1984); and a Training and Re-Training Phase for Field personnel, which will undertake a comprehensive training of all sales center leads, warehouse supervisors, and transport personnel (April-December 1984).

The training program will be carried out by a team of 2 Mauritanian technicians from the B-cycle program of ENFVA (Kaedi) and who have at least 2 years training experience. After a 3 month preparation in Nouakchott they will be sent into the field to constitute a mobile training team which will conduct sessions in all 12 regions of the country. They will use special instruction manuals developed for them by C.S.A. high-level staff and the F.A.O. technical assistant. Center heads and warehouse supervisors will be trained over a 3-month period to address specific problems in specific regions or centers.

### ROLE OF THE HUMAN RESOURCES PROJECT IN C.S.A. UPGRADING

USAID and other donors (FAO, West Germany) are already supplying a number of scholarships and training seminars to the CSA. The USAID contribution is three 4-year scholarships for university training in the U.S. beginning in 1984, and 2 person-month of lower-level training in each of the next 3 years (1984-86).

In conjunction with the FAO technical assistant and taking full account of the CSA training program for 1984 and beyond, the following training will be offered in the context of the Human Resource Development Project:

1. 96 person-months of business administration training for four individuals at the upper management level in the four major CSA divisions (E.C.S.A., D.L.T., D.A.U., D.A.F.); 120 person-months of training for 10 mechanics in the D.L.T. department; 120 person-months of training for 10 secretaries in all departments; and 180 person-months of training for 20 accountants and managers. The in-country training will be on a part-time basis, provided at the Centre de Formation et de Perfectionnement Professionnels (CFPP).

## II. SONIMEX (National Import-Export Company)

In spite of the rather grandiose title, SONIMEX actually imports only basic staples, principally rice, sugar and tea, and exports only gum arabic. It also purchases domestic rice production from the Food Security Commission (C.S.A.) for distribution to its 122 sale points throughout the country.

Founded in 1966, SONIMEX is a mixed company, owned partly by the State (61%) and partially by the Mauritanian private sector (39%). However, the non-state component is, in turn, owned in large part by other mixed companies (including S.N.I.M., the national industrial and mining organization), so that truly private investment is only 3-4% of total shares. SONIMEX is directly under the supervision of the Ministry of Finance (Directorate of Parastatal Control).

The creation of SONIMEX reflects the concern of the Mauritanian government to stabilize price speculation on the basic staples of rice, sugar and green tea. Along with CSA, which has the monopoly on purchase and distribution of domestic and foreign-donor cereal grains, SONIMEX is instrumental in the distribution of price-subsidized food staples throughout the country.

SONIMEX distributes its products through a network of 115 distribution agencies in the provinces and 7 stores in Nouakchott. A fleet of 18 trucks carry the products from the port inland. In 1980 SONIMEX distributed 57,637 tons of rice, 19,706 tons of sugar, and 3,952 tons of green tea. It also imported in that year 3,339,000 meters of guinea cloth. Exportation of gum arabic has fallen off greatly during the 1970's, dropping from 1,635 tons in 1975 to only 131 tons by 1980. This situation has not improved in recent years.

The drop in export receipts has contrasted greatly with a phenomenal increase in rice imports, the latter rising over 600% between 1975 and 1980. This trend, too, has continued over the last three years.

SONIMEX buys rice on the world market (or from CSA - refined domestic production) and sells it at a substantial loss to consumers. The loss, 4 UM in the case of domestic rice, is partly compensated by profits from sale of tea and sugar.

### COMPANY ORGANIZATION

SONIMEX employs about 410 people at all levels of operation, from mechanics and truck drivers, to heads of operating divisions. There are 3 line divisions (directorates) and 3 staff divisions. The line divisions are the Commercial, Control (inspection) and Transport directorates. The staff divisions are those of Administration, Finance, and Legal Counsel.

Directorates are sub-divided into "services", which may, in turn, be further divided. Heads of directorates generally hold university-level degrees, while heads of services and below hold the junior high (brevet) to high school (baccalaureat) degrees.

### HUMAN RESOURCE UPGRADING NEEDS

In view of the rather important role of SONIMEX in the distribution and subsidization of most basic staples in Mauritania, it was important to investigate the basic functions of the company and to learn where critical manpower skills might be improved.

It appears that most needs are to be found in the support services (administrative, financial, secretarial) and in transportation. There is thus a very strongly felt need among the highest officers of SONIMEX to upgrade managerial, accounting, and human resource development skills of mid-level managers and accountants in the administrative and financial directorates (approximately 7 positions were identified). In addition, 1 higher level ("A" level) cadre was felt to need financial management training at the MBA level in the Financial directorate.

In the line directorates, a need was expressed that 2 heads of services, particularly the head of wharf operations, should receive training in management techniques, bookkeeping, and safe-storage procedures. In transportation, training was needed for 2 mechanics, both of whom are competent, but totally without formal training, particularly on Mercedes trucks, which entirely compose the SONIMEX fleet. In the area of clerical support services, finally, it was felt that at least 1 secretary from each of the 5 major directorates (excluding the very small office of Legal Counsel) needed improvement in typing and filing procedures, to a point where basic correspondence could be handled effectively and expeditiously.

### III. F.N.D. (National Development Fund)

The National Development Fund was founded in 1979. It has today a capital of 400 million UM (\$8 million), with plans to expand its loanable base to 2 billion UM (about \$40 million) in the future. At present the FND has or is financing 11 major projects in the private or para-public sectors and has 50 more in various stages of study. FND projects presently financed or under serious consideration are heavily oriented toward food production or food processing. An up-to-date listing of these loans indicates that of 37 major projects 23 are food related (62%). Of the 11 presently financed, only 1 is not food related (9%).

The breakdown of the 37 projects by group indicates that of the total 10 are industrial (including 6 food related), 13 are fishing industry (all related to food security), 3 are large-scale agricultural (all food security in nature), 2 are in construction (urban), and 9 are artisanal or tourism-related (only 1 related to food processing).

The FND presently employs 39 people, of whom 20 are high-level cadres, that is with the equivalent of a university degree or higher. The remaining personnel is primarily mid-level (B" level) cadres in the Legal-Financial and Administrative divisions.

The FND consists of a Board of Directors, a Director-General, an Administrative Department, and two directorates, Financial and Legal and Research and Operations. These directorates and the administrative section are, in turn, sub-divided into services, a total of 12 in all. The major work of credit analysis and project evaluation is performed in the Research and Operations Directorate.

The Administrative Department of FND consists of 3 services: Personnel, Central Secretariat, and General Means and Relations. The Financial and Legal Directorate contains 5 services: Legal, Accounting, Lending, Loan Recuperation, and Resources. Finally, the Research and Operations Directorate is sub-divided into 4 services: Project Identification, Project Evaluation, Project Review and Documentation. Personnel are divided fairly evenly between the 3 organizational divisions, 10 in the Administrative Department, 10 in Financial-Legal, 15 in Research-Operations. Secretaries are located in a central pool.

#### PERSONNEL TRAINING

From the beginning, FND has had an extensive personnel training program. All higher-level managers and analysts undergo a 6-month probationary period upon employment, consisting of 3 months in a foreign bank and 3 months in FND. When they have successfully been accepted into the FND, these cadres continue to receive short (3-5 weeks) training courses or are placed into foreign institutions for on-the-job training for a few months. Personnel have attended seminars and courses in Tunisia, Abidjan, Kuwait, and Jordan. The Arab Development Bank has placed four technical experts in FND to aid in the development of FND cadres.

#### HUMAN RESOURCE NEEDS AND TRAINING

1. There is a bottleneck of skills deficiency common in Mauritania, the mid-level ("B"-level) administrative and clerical staff, whose abilities in the areas of basic accounting, bookkeeping, record keeping and typing are simply not what they should be to permit effective back-up to the higher level FND staff. Consequently 4 accountants, 4 secretaries, and 2 clerks can be freed to undergo training on a half-time basis in accounting (9 months), and typing and filing (9 months) in the context of the present project. These programs can be conducted at a relevant institution in Nouakchott.

2. Additionally, the staff at FND are very concerned about the basic skills of those entrepreneurs who make loan application. They would like to increase the chances of business success among the pool of present and future recipients of their development loans. Consequently, they have proposed a plan for seminars designed to upgrade skills of the private entrepreneurial sector. Such seminars are programmed for assistance through the HRD project.\*

A number of small business enterprises should be represented in basic bookkeeping and accountancy training in Nouakchott. Up to 6 key businessmen, particularly in food processing or agricultural production might be selected by FND to participate in the 9 month half-time training to be given to their mid-level accountants/bookkeepers.

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\* It should be noted that the Project Paper recommends that the HRD project give priority to private business candidates for training in various business management skills upgrading. 20% of the training slots would be reserved for private sector preference.

ANNEX A-12

DETAILED TRAINING PLAN

HUMAN RESOURCES DEVELOPMENT AND FOOD SECURITY FOR MAURITANIA

General Categories of Training Needs

- Training in professional administration (post secondary)
  - I - Human resources planning
  - II - Technical upgrading of instructors and program managers in food production (rural development and fisheries)
  - III - Financial management and Business Administration for government and private sector organizations concerned with production, processing and food distribution
  - IV - Training in nutritional research and policy planning
  - V - Technical training for rural transportation
- Training in office routines (post primary)
  - I - Typing and filing
  - II - Basic Bookkeeping/Accounting
- Training in mechanical and manual skills (minimum literacy base)
  - I - Vehicle mechanics
  - II - Marine diesel mechanics
  - III - Refrigeration engineering and mechanics
- In-Country Seminars
  - I - Agricultural Production Techniques and Policy Issues
  - II - Business Management
  - III - Human Resource Planning
- U.S. Seminar
  - One Seminar in human resource planning

HUMAN RESOURCES DEVELOPMENT AND FOOD SECURITY FOR MAURITANIADETAILED TRAINING PLANTRAINING NEEDS AND AID ASSISTANCE, BY ORGANIZATIONSU.S. AND THIRD-COUNTRY TRAININGProfessional Level (post secondary)

- I - Human Resource Planning: 32 months long-term training in U.S. (includes 9 months English Language training) for each of eight (8) persons; and 9 months training in a third-country for one (1):

- 1 - Directorate of Plan - Manpower Planning
- 1 - Directorate of Plan - Social Statistics
- 1 - Directorate Higher Education - Educational Planning
- 1 - Directorate Technical Education - Educational Planning
- 1 - Directorate of Labor - Labor Economist
- 1 - Directorate of Labor - Manpower Planning
- 1 - Directorate of Labor - Statistics
- 1 - Directorate of Civil Service - Employment Planning
- 1 - Directorate of Civil Service - Documentalist\*

Qualifications:

Baccalaureat; professional experience; present/future planning functions with identified organization. Preference given to candidates presenting a licence in economics, education, sociology or law as appropriate.

EBAD might consider BEPC candidates with 4\* years experience for documentation training.

- II - Technical upgrading of instructors and program managers in food production (rural development and fisheries) and related activities

\* EBAD in Senegal offers a two-year course.

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Professional Level (post-secondary)Rural Development

Ministry of Rural Development: Faculty Training - ENFVA: 32 months long-term training in U.S. for each of seven (7) instructors:

- 1 - Agronomy (sorghum, millet, maize)
- 1 - Forestry
- 1 - Small Ruminants - Animal Husbandry
- 1 - Agricultural Engineering - Farm Machinery
- 1 - Agricultural Engineering - Irrigation
- 1 - Animal Science
- 1 - Horticulture

Qualifications:

Baccalaureat; 2-3 years post secondary relevant agricultural training; teaching experience (of the 5 priority candidates, 4 have B.Sc. equivalent). All candidates for post-graduate study must have B. Sc. equivalent.

Ministry of Rural Development - Directorate of Agriculture: 32 months long-term training in U.S. for each of two (2) agricultural officers and 24 months long-term training in third-country for one (1) individual:

- 1 - Cereals Agronomy/extension
- 1 - Soil Science (fertilizer and management)
- 1 - Horticulture (vegetables and fruits) (third country)\*

\* Appropriate Institutions exist in Morocco and Tunisia.

Professional Level (post-secondary)Rural DevelopmentQualifications:

Baccalaureat or equivalent; preference given to candidates with additional post-secondary agricultural training (Ingenieur de techniques, d'application, d'execution), professional experience.

Ministry of Rural Development - Directorate of Rural Engineering:  
long-term third-country training for three (3) individuals:

- 1 - Hydrology (post-graduate) - 1 year EIER - Upper Volta
- 1 - Topography (post-secondary) - 3 years (Morocco or Tunisia)
- 1 - Irrigation Engineering (post-secondary) - 4 years (Ecole Nationale de Developpement Rural, Thies, Senegal)

Qualifications:

Ingenieur Agronome for post-graduate course; Baccalaureat for middle level long-term training; professional experience.

Ministry of Rural Development - Directorate of Animal Husbandry: 12 months long-term training in U.S. for each of two (2) officers:

- 1 - Agronomy (forage crops)
- 1 - Animal Husbandry - Small Ruminants
- 6 PM Short-term Training in U.S. - 1
- 12 PM Short-term training in third country - 4 for 3 months (technical areas to be subsequently defined)

Qualifications:

Long-term training: Baccalaureat; 2-3 years post-secondary agricultural training; professional experience.

Professional Level (post-secondary)Rural Development

Ministry of Rural Development - Directorate of Environmental Protection: 32 months of long-term U.S. training for each of two (2) agents:

- 1 - Soil Science (conservation) - (post-graduate)
- 1 - Forestry (plant protection/pathology) - (post-graduate)

Qualifications:

Ingenieur Agronome or equivalent qualifications; relevant professional experience.

SONADER: 32 months of long-term U.S. training for one (1) person:

- 1 - Irrigation Engineering

Qualifications:

Baccalaureat; preference given to candidate with some post-secondary agricultural training; relevant professional experience.

Professional Level (post secondary)

Fisheries

Ministry Fisheries - Directorate of Artisanal Fisheries: 32 months long-term U.S. training for each of two (2) individuals:

- 2 - Artisanal Fisheries Management  
(catching, distribution, storage, cooperative organization and management)  
University of Rhode Island

Ministry Fisheries - Directorate of Industrial Fisheries: 18 months long-term third-country training for each of four (4) persons (including 6 months English Language Training)

- 4 - Industrial Fisheries Management  
  
(fishing gear, catching methods, production/processing technology)  
  
Humberside College of Higher Education, United Kingdom

Ministry Fisheries - Directorate Economic Studies: 32 months long-term U.S. training for one (1):

- 1 - Fisheries Resource Management  
  
University of Washington, or Oregon State/DIFAD Consortium

Qualifications:

Baccalaureat; professional experience in fisheries sector.

Ministry Fisheries - Various Directorates: 32 months long-term U.S. training for each two (2) individuals:

- 2 - Fisheries Investment Planning and Development

Qualifications:

Maitrise in economics; professional experience:

Ministry Fisheries/Various Directorates and CNROP: 32 months long-term U.S. training for each of one (1) person:

- 1 - Fisheries Statistics

Qualifications:

Baccalaureat; 2-3 years post-secondary education (Ingenieur-adjoint); professional experience.

Professional Level (post-secondary)

## Fisheries

Ministry Fisheries/Private Sector: 32 months long term U.S. training for one (1) person:

- 1 Fisheries Law

Qualifications:

Baccalaureat, professional experience.

Ministry Fisheries - Directorate Ports and Infrastructure: 32 months long term U.S. training for one (1) person:

- 1 Port Engineering (post graduate)

Qualifications:

BSC engineering degree equivalent (Ingenieur de Port et Chaussée); professional experience.

Ministry Fisheries/Private Sector: 6 months short term training third country for each of three (3) individuals:

- 1 - Fisheries Investment Planning and Development

(FAD Investment Center, African Development Bank - internships)

Qualifications:

Baccalaureat or equivalent; professional experience.

Ministry Fisheries - Various Directorate and CNROP: 7 months short-term training third-country for each of four (4) individuals:

- 1 - Fisheries Resource Management

(Comite des Peches pour l'Atlantique Centre - Est (COPACE) Senegal)

Qualifications:

Baccalaureat; professional experience.

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Professional level (post-secondary)

Fisheries

Ministry Fisheries/Private Sector: 9 months short-term training in third-country for each of two (2) individuals:

2 - Industrial Fisheries Marketing

(COFACE, Institut Supérieur Agronomique/Tunis)

Qualifications:

Baccalaureat; professional experience.

Ministry Fisheries/Private Sector: 6 months short-term training in third-country for each of two (2) persons:

2 - Fisheries Economics

(Institut Supérieur Agronomique/Tunis)

Qualifications:

Baccalaureat; preference given to licence/maitrise holders in economics; professional experience.

Ministry Fisheries - Directorate Merchant Marine: 3 months short-term training in third-country for one (1) person:

1 - Port Administration

Qualifications:

Baccalaureat; relevant professional experience.

Ministry Fisheries/Private Sector: 6 weeks short-term training in third-country for each of two (2) persons:

2 - Fisheries Law

(International Ocean Institute/Malta, COFACE)

Qualifications

Licence in Law; professional experience.

111 - Financial Management and Business Administration for Government and Private Sector Organizations concerned with production, processing, food distribution

Ministry Fisheries/Private Sector 24 months long-term training in third-country for each of five (5) persons:

5 - Financial Management/Business Administration

(Institut Supérieur de Gestion, Tunis, or Ecole Supérieure de Gestion des Entreprises, Dakar)

Qualifications:

Licence - economics or law; business experience.

SONIMEX 24 months long-term training in third-country for one (1) Financial Manager:

1 - Financial Management

Qualifications:

Baccalaureat present/future functions in financial management.

24 months long-term training in third-country for each of two (2) persons:

2 - Business Administration

(same possible institutions as above)

Qualifications:

Baccalaureat - math, science; management experience.

CSA 24 months long-term training in third-country for each of four (4) persons:

4 - Business Administration

(Institut Supérieur de Gestion, Tunis, IUT, Dakar, Ecole Supérieure de Gestion des Entreprises, Dakar)

Qualifications:

Baccalaureat - math, science; management experience.

Professional Level (post-secondary)Parastatal/Private Sectors

24 months long-term training in third-country for each of ten (10) Financial/Business managers:

10 - Business Administration

(same possible institutions listed above)

Qualifications:

Baccalaureat - math, science; business experience.

IV - Nutritional Training for Research and Policy PlanningMinistry of Health

32 months long-term training in the U.S. for one (1) person:

1 - Nutrition

ESA 32 months long-term training in the U.S. for one (1) person:

1 - Nutrition Economics

Qualifications:

Baccalaureat - math, science; professional experience.

V. Technical Training for Rural Transportation

Ministry of Transport: 24 months third-country training for each of two (2) persons:

1 Rural Road Engineering

1 Heavy Machinery Mechanics

Centre Regional de Formation pour Entretien Routier, Togo

Qualifications

B.E.P.C., C.A.P. industriel or classe de seconde; professional experience.

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Training in office routines (post-primary)I - Typing and FilingCSA, SONIMEX, FND, other parastatal and private organizations:

12 months part-time in-country training for each of sixty (60) clerk-typists;

60 - Typing and Filing

Centre de Formation et de Perfectionnement Professionnels

II - Bookkeeping and AccountingCSA, SONIMEX, FND, other parastatal and private organizations:

10 months part-time in-country training for each of sixty (60) bookkeepers:

60 - Bookkeeping and Accounting

Centre de Formation et de Perfectionnement Professionnels

Training in mechanical and manual skills (minimum literacy base)I - Vehicle MechanicsCSA, SONIMEX, FND, other parastatal and private organizations:

12 months part-time in-country training for each of sixty (60) auto mechanics:

60 - Auto-Mechanics

Centre de Formation

II - Marine diesel mechanicsFisheries public and private enterprises: 9 months of in-country training for each of forty five (45) participants:

45 - Diesel Mechanics

Centre Mamadou Toure

III - Refrigeration engineering and mechanicsFisheries public and private enterprises: 9 months of in-country training for each of forty five (45) participants:

45 - Refrigeration

Centre Mamadou Toure

## In-Country Seminars

### I - Agricultural Production Techniques and Policy Issues:

The Ministry of Rural Development is in the process of evaluating its agricultural extension requirements and projects the need for the organization and financing of refresher courses and specialized seminars for extension agents and agricultural officers on various subjects. Funding under the Human Resources Development Project has been provided to organize seminars on agricultural Production Techniques and Policy Issues. Specific agenda and timetable will be negotiated during the implementation process.

### II - Business Management:

Organizations such as the Fond National de Developpement, the Confederation Generale des Employeurs de Mauritanie (CGEM) and the Federation des Industries et Armelements de Peche (FIAP) have noted the critical need for business administration and management skills upgrading of private entrepreneurs. The HRDP will fund two seminars a year, for three years (1986, 1987, 1988) originated and managed by the FND and the CGEM. These seminars will be geared towards the management needs of small businesses involved in the food processing, distribution, marketing, and transportation sectors. The objective of the training will be to increase organizational planning and efficiency, to strengthen personnel capabilities, and to increase financial management and accountability.

### III - Human Resource Planning:

One of the major objectives of the HRD Project is to strengthen human resource planning institutional capabilities. Long-term training of critical personnel in various Ministries will be provided. However, in the recognition that many high-level officials cannot be spared for long-term training, and to ensure maximum exposure to the benefits of human resource planning, four seminars are scheduled, from 1985 through 1988. A U.S. contractor with human resource planning and management expertise will be responsible for conducting these seminars. Key directors and other senior officials concerned with operational programs related to food security will be the program participants.

### Seminar in U.S.

One seminar will be conducted (by the US contractor conducting the in-country seminars). The subject will be human resource planning. Participants will be those Mauritanians who are on long-term training in the US who are studying the various aspects of human resource planning.

**Best Available Document**

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