

ECPR

Issues Paper

Country : Mauritania
Project Name and Number: Human Resources Development
682-0233
LOP Funding: : \$6,000
Obligation this FY : \$2,500
Authorization Venue : Field
CN Expiration Date :

Issues:

1. Should public sector participants be required, through a CP or covenant, to return to work for a set period of time in a particular position for which they have received training?

The PID design calls for careful planning to promote a close correlation between position requirements and the specific training programs to be carried out under the project. The objective, in part, is to improve the probability that selected participants will be utilized by the GIRM in the capacities for which they have received training. However, if some of these individuals do not remain in government and move into the private sector, it is assumed that the benefits to the private sector that would result are also attractive to AID.

Therefore, the Mission and the Project Committee favor a flexible approach which would not bind the governments concerned to a rigid placement requirement.

2. Given the shortage of trained manpower in the government, will the number of participants called for in the PID actually be available? Can operations be sustained while participants are being trained?

The PID design team has conducted an extensive review of both training requirements and the sustainability of the proposed training program. The Mission has reduced the number of trainees from the original proposals made by the design team to

arrive at a package which it believes can be successfully implemented. The PP team should be instructed to once again review the feasibility of the proposed training package to assure that it is not overly ambitious and that the EOPs can be successfully achieved.

3. What capability will be developed within the Government of Mauritania to plan for its training needs?

The institutional impact of the technical assistance will be to strengthen the human resources section in the Ministry of Plan of the Government of Mauritania to carry out human resources planning. This capability will enable them to (a) relate employment needs to training opportunities, (b) analyze educational requirements for government positions and identify suitable candidates for training and (c) better manage the training process from the determination of needs to placement of the returned trainee.

Points for Discussion:

1. Participants to be trained in the U.S. will need, in almost all cases, English language training prior to their academic study. At present, the PID includes funds for six months of ELT in the U.S., having concluded that no other options for such training are currently available. The PID, however, does indicate that AID is willing to consider other more cost effective options if they can be found. Guidance for PP design should state that the question of ELT in Africa should once again be reviewed in detail to assure that a more cost effective solution is not possible before opting for the all-U.S. ELT process.

2. Consider expanding the team to develop the project paper. Use \$15,000 per month instead of \$10,000.

3. During the PP design, selection procedures as well as other administrative procedures must be well detailed. The designers should ensure that these procedures allow for the equitable treatment of women.

In those cases where women already hold positions in government or business in fields related to the projects and where such women could benefit from skills upgrading, all efforts should be made to provide such training to them. Regarding the number

of limited positions which may be filled by new personnel trained under the project, efforts must be directed to ensure that the selection process is open to all interested parties.

4. The Project committee is not in favor of technical assistance from an institutional contractor to supply teaching staff to the Kaedi Agricultural School while members of its own staff are undergoing training. However, if the Peace Corps can supply qualified volunteers to function in this capacity, this is an acceptable alternative.

5. In the economic analysis the shadow value of labor should be used when indicating the social benefits to be derived from training of public officials.

6. Explore in more detail whether a person with the baccalaureate in Mauritania has an education equivalent to our associate of arts degree in the U.S. and can, in fact, begin the third year of a Bachelors degree program in the U.S.

Project Committee Recommendation:

The Project Committee recommends the ECPR consider the proposed project Identification Document and give approval to the Mission to design and authorize the project paper in accordance with guidance based on the above issues and discussion points.

Project Committee

KSimmons, AFR/PD/SWAP
FEgi, AFR/SWA
MShaw, AFR/TR/EHR
HFreeman, S&T/ED
NGreen, AFR/RA/Tech
ECarter, S&T/IT
SErves, AFR/DP
BBryant, GC/AFR

Drafted by: AFR/PD/SWAP:KESimmons:edb:03/20/84 ext:28242 1048M

MEMORANDUM

March 19, 1984

TO: AFR/PD, Norman Cohen
FROM: AFR/TR/POP, William D. Bair 
SUBJECT: PID: Mauritania Human Resources Development (682-0235)

Issue: Lack of attention to demographic factors. A project seeking the goal of food self-sufficiency, or security, would certainly need to include demographic parameters of the country's population dynamics and trends over the next 25 years in relation to agriculture-specific variables such as cultivable land, rural labor force, rural-urban migration, age structure, etc.

Discussion: The estimated population of Mauritania is 1.8 million growing at a rate of 2.8% annually projected to double within 25 years (5.4 million by 2020). In not reviewing these demographic relationships the PID misses an essential element of any long-term development strategy. Some activities carried out by UNFPA, World Fertility Survey, Research Triangle Institute, INTRAH, etc., with AID support, may provide some useful insights to the HRD projects. A citation list of population and development related references currently found in the information retrieval service at Johns Hopkins University may be useful to the PID and PP teams as they refine their documents.

Recommendation: That the PP team analyze the relation of demographic factors to the achievement of long-term economic development and plan for the project to take advantage of demographic training opportunities already established under regional AID population programs.

Attachments: Citation List of 26 references (1978-83) available in the AID-supported Population Information Program Resource Center, JHU.

Centrally-funded Resources in Population Area available to field USAIDs.

cc: AFR/TR, Lane Holdcroft

Draft: AFR/TR/POP:GDavis:0797S:Ext 23224:03/19/84

March 16, 1984

MEMORANDUM

TO: AFR/PD/SWAP, Keith Simmons

FROM: AFR/TR/EHR, Margaret G. Shaw **HGS**

SUBJECT: Mauritania Human Resources Development PID
(682-0233) - Issues

1. Additional technical assistance for replacing teachers at the Kaedi Agricultural School while they are in training is essential and should be provided for in a revised budget.
2. With the recent replacement of the Minister of Rural Development, and anticipated improved relations between MRD and USAID, the project should provide for expanded training for MRD personnel. Precise MRD training needs should be analyzed and provided for in a revised budget.
3. Careful assessment of local training resources should be undertaken prior to PP design, rather than at the time of design as stated on page C-2. The budget does not make clear how much has been reserved for technical assistance to the skills training schools. This aspect of the entire training program has particular significance with respect to the development of private enterprise and should be adequately provided for.
4. Since there is no Human Resources officer assigned to Mauritania, it is important that the GDO with responsibility for this project be thoroughly familiar with Human Resources concerns, particularly training and development management planning.

cc: Jean Du Rette, AFR/TR/EHR

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March 14, 1984

MEMORANDUM

To: AFR/PD/SWAP, Keith E. Simmons

From: AFR/TR/ENGR, Bernard E. Donnelly

Subject: Mauritania - Human Resources Development PID (682-0233)

Reference: Notice of Meeting for Subject Project dated
March 13, 1984

ISSUE: Will this project, as presented, directly assist to reduce the staggering food deficit in Mauritania?

DISCUSSION: The stated project goal is to contribute to Mauritania's ability to achieve food security. It is very difficult to contest the need to improve human resources, however considerable time elapses before the effect of participant training is felt. To try to measure the effect of this type of activity on the constraints which contribute to food deficits would be practically impossible.

RECOMMENDATION: Accepting the dire need for skills improvement in Mauritania, it is suggested that specific requirements be identified through a measure of what is available and what the demand is for a given skill e.g. no need to train diesel mechanics for fishing boats when there are no boats in which to install the diesel engines. This approach would not only increase the skilled human resource applied to the agricultural sector, but to the other sectors so necessary to reduce Mauritania's staggering food deficit.

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Department of State

INCOMING TELEGRAM

PAGE 01 NOUAKC 01235 151704Z 9861 050282 AID7202
ACTION AID-00

ACTION OFFICE AFDP-06
INFO AAAF-02 AFFW-04 AFDR-06 STRD-01 SAST-01 AFDA-01 AGRI-01
RELO-01 TELE-01 MAST-01 /025 A1 1115

INFO OCT-00 AF-00 CIAE-00 EB-08 DODE-00 AMAD-01 /044 W
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TO SECSTATE WASHDC IMMEDIATE 8593
INFO AMEMBASSY DAKAR

UNCLAS NOUAKCHOTT 01235

AIDAC

SECSTATE FOR AFR/DP/SWAP, SIMMONS PASS TO MACDONALD; DAKAR
FOR RBDO AND AFR/SWA: DCHANDLER

E. O. 12356: N/A
SUBJECT: MAURITANIA HUMAN RESOURCES DEVELOPMENT PROJECT
(682-U233) PID

REFS: (A) NOUAKCHOTT 0933, (B) STATE 067276

1. PER REF (B) MACDONALD DEPARTED POST ON 13 MARCH FOR AID/W. HE WILL REPRESENT USAID AT ISSUES MEETING AND ECPR.
 2. AS A CONSEQUENCE OF RECENT CHANGES IN THE MAURITANIAN GOVERNMENT WHICH INCLUDED REPLACING THE MINISTER OF RURAL DEVELOPMENT, USAID NOW BELIEVES IT IS TIME TO RECONSIDER WORKING DIRECTLY WITH MRD AND ITS AFFILIATE INSTITUTIONS SUCH AS THE AGRICULTURE SCHOOL AT KAEDI. THEREFORE, USAID WOULD LIKE TO INCLUDE MRD WITHIN THE SCOPE OF THE HUMAN RESOURCES PP SO THAT THE MISSION CAN EXPLORE THE POSSIBILITY OF PROVIDING TECHNICAL ASSISTANCE FOR APPROPRIATE INSTITUTION BUILDING AT THE KAEDI AGRICULTURAL SCHOOL. THIS TOPIC IS DISCUSSED AS ISSUE SEVEN BEGINNING ON PAGE 26 OF THE PID.
 3. USAID REQUESTS THAT THE PROJECT COMMITTEE CONSIDER THE TECHNICAL ASPECTS OF PROVIDING TECHNICAL ASSISTANCE TO KAEDI (ENFVA) AS THE INSTITUTION BUILDING COMPONENT OF THIS PROJECT, DETAILS OF WHICH WOULD BE WORKED OUT DURING THE PP PREPARATION. THE MISSION ESTIMATES THAT INCLUSION OF TA AND SUPPORT TO ENFVA WOULD COST AN ADDITIONAL ONE MILLION DOLLARS.
 4. THE MISSION REQUESTS THAT AT THE POLICY LEVEL, THE ECPR LINK BLK: 000 APPROVE THE NOTION OF AID WORKING DIRECTLY WITH AN MRD ORGANIZATION. DURING THE COMING MONTH, USAID WILL UNDERTAKE A REVIEW OF THE POTENTIAL FOR REESTABLISHING MISSION/MRD PROGRAM RELATIONS. IF THE RESULTS OF THIS REVIEW ARE POSITIVE AND IF, IN THE FINAL ANALYSIS, TA AT KAEDI PROVES FEASIBLE, THEN SUCH ASSISTANCE COULD BE INCLUDED IN THE PROJECT PAPER TO BE DEVELOPED.
 5. USAID BELIEVES THIS RECOMMENDED EXPANSION OF THE PID BUDGET TO BE PARTICULARLY APPROPRIATE CONSIDERING THE PROJECT'S EMPHASIS ON TRAINING RELEVANT TO FOOD SECURITY. THIS ADDITION TO THE PID IS CONSISTENT WITH THE PROJECT PURPOSE AND WAS ONLY DELETED PREVIOUSLY BECAUSE OF THE STATUS OF USAID/MRD RELATIONS AT THE TIME OF PID PREPARATION.
- PECK

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March 19, 1984

AFR/TR/ARD Issue paper for the Mauritania Human
Resource Development PID (682-0233)

Jerry W. Wain

March 19, 1984, Room 2722A, 2:00 p.m.

1. Issue: Mauritanian Staff Shortage

Discussion: With the expatriate staff gone and the Mauritanian staff under trained, who will be left to keep things going while the best instructors are away for training? Are there adequate people to keep the facility going? How will newly trained people be worked back into the system without causing disruption or displacement of other staff.

Recommendation: Don't leave the P.P. to chance. The PID should provide more detail on training and staffing.

2. Issue: That university training plans be suitable.

Discussion: The training plan of the U.S. universities should be in-line with the needs of Mauritania and the students, and they should get special, more practical training. This requires faculty and advisors with L.D.C. experience. Student training should be broad based rather than specialized but directed to the Mauritanian situation. PIO/Ps need emphasis on training in transfer of technology, communication and teaching skills.

Some students will also need managerial training as the best will probably move rapidly upward to positions of higher responsibility.

Recommendation: That great care be taken to match training to needs of Mauritania and the students.

3. Other Comments: It is imperative that adequate course work in teaching methods & techniques be provided during the undergrad years.