

AGENCY FOR INTERNATIONAL DEVELOPMENT
PROJECT DATA SHEET

1. TRANSACTION CODE 46810
 Amendment Number

DOCUMENT CODE 3

COUNTRY/ENTITY CONGO

BUREAU/OFFICE AFR 06

3. PROJECT NUMBER 679-0007

5. PROJECT TITLE (maximum 40 characters) Congo Human Resources Development

7. ESTIMATED DATE OF OBLIGATION
 (Under 'B.' below, enter 1, 2, 3, or 4)

A. Initial FY 87 B. Quarter 3 C. Final FY 91

8. COSTS (\$000 OR EQUIVALENT \$1 =)

A. FUNDING SOURCE	FIRST FY <u>87</u>			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
ID Appropriated Total						
(Grant)	(312)	()	(312)	(2,000)	()	(2,000)
(Loan)	()	()	()	()	()	()
1.						
2.						
Host Country		27			700	700
Other Donor(s)						
TOTALS	312	27	339	2,000	700	2,700

9. SCHEDULE OF AID FUNDING (\$000)

PRO- TION	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
EH	600	720		-		312		2,000	
TOTALS						312		2,000	

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each) 710

11. SECONDARY PURPOSE CODE

12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)

A. Code PVOU TNG

B. Amount

13. PROJECT PURPOSE (maximum 480 characters)

The purpose of the Congo Human Resources Development is to improve the mobilization and management of resources in key sectors of the

14. SCHEDULED EVALUATIONS

Interim 11/89 Final MM/YY

15. SOURCE/ORIGIN OF GOODS AND SERVICES

000 941 Local Other (Specify)

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a _____ page PP Amendment.)

APPROVED BY Dennis M. Chandler

Signature Dennis M. Chandler

Title Director

Date Signed 07/17/87

18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION

MM DD YY

ACTION MEMORANDUM FOR THE MISSION DIRECTOR

FROM: G.W. Anderson, PDO *bwa*

Action: Your approval is requested for a grant of \$2,000,000 from the Human Resources Development appropriation to the People's Republic of the Congo for the Congo Human Resources Development Project, 679-0007. It is planned that a total of \$312,000 will be obligated in FY 1987.

Discussion: The Congo Human Resources Development Project (CHRD) is designed to assist the Government of the People's Republic of the Congo (GPCRC) to improve the capacity for policy formulation and for program development and implementation in key sectors of the national economy. To achieve this, the project will finance training activities aimed at improving the skills of Congolese managers from both the public and private sectors. These activities will include long-term U.S. academic training at the Master's level for up to ten individuals; short-term third-country training for approximately 40 Congolese; and in-country training activities aimed at a wide range of mid to high level Congolese managers. Total life-of-project cost for this five year project will be \$2,700,000 (including GPRC contribution).

Waivers: A waiver of the requirement that the GPRC pay costs of all air travel of participants is included as Annex H of the Project Paper. Waivers allowing training of participants in other donor countries will be sought on a case by case basis, should the need arise.

Justification to Congress: A Congressional Notification was forwarded to Congress on July 7, 1987. The waiting period expired on July 22, 1987.

Recommendation: That you sign the attached Project Authorization and Budget Paper Facesheet.

Attachments:

1. Project Author
2. Project Paper

Clearances: RLA: WMitchell DRAFT
PRM: John Wiebler [Signature]
CTR: DDolley [Signature]
ARD: CMCCarthy [Signature]
HPN: LBradshaw [Signature]
[Signature]

PROJECT AUTHORIZATION

Name of Country: Zaire

Name of Project: Congo Human Resource
Development

Number of Project: 679-0007

1. Pursuant to Section 105 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the Congo Human Resources Development Project, 679-0007 for the People's Republic of the Congo, with planned obligations not to exceed \$2,000,000 in grant funds over five years subject to the availability of funds in accordance with the A.I.D. OYB allotment process, to help in financing foreign exchange costs and local costs for the project. The planned life of the project is five years from the date of initial obligation.

2. The project consists of U.S., third-country, and in-country training of selected Congolese participants from the public and private sectors. The purpose of this training will be to improve the capacity for policy formulation and for program development and implementation in key sectors of the Congolese economy. The AID Liaison Officer in the Congo will be responsible for overall project management of the project.

3. The Project Agreement, which may be negotiated and executed by the official to whom such authority is delegated in accordance with A.I.D. regulations Delegations of Authority, shall be subject to the following essential condition, together with such other terms and conditions as A.I.D. may deem appropriate:

Prior to disbursement under the Grant, or to issuance by A.I.D. of documentation pursuant to which disbursement will be made, the Grantee will, except as the Parties may otherwise agree in writing, furnish to A.I.D. in form and substance satisfactory to A.I.D. evidence that the Grantee has signed the Section 416 Sugar Compensation Agreement which provides that an amount of not less than the local currency equivalent of seven hundred thousand U.S. dollars (\$700,000) will be made available by the Grantee to cover the Grantee's contribution to the Project.

4. Commodities financed by A.I.D. under the project shall have their source and origin in the United States, except as A.I.D. may otherwise agree in writing. The suppliers of commodities or services shall have the United States as their place of nationality, except as A.I.D. may otherwise agree in writing. Ocean shipping financed by A.I.D. under the project shall, except as A.I.D. may otherwise agree in writing, be financed only on flag vessels of the United States.

A waiver authorizing the funding by A.I.D. of international air travel for participants provided training under the Project is hereby approved. The text of the Waiver is included as Annex H to the Project Paper.

Clearances: (see action memo)

PROJECT PAPER
CONGO HUMAN RESOURCES DEVELOPMENT
A.I.D. PROJECT NO. 679-0007

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List of Abbreviations and Acronyms

AAI	African American Institute
ACC	American Cultural Center
AETR	Academic Enrollment and Term Report
APCA	Association pour la Formation des Cadres d'Administrati
AFGRAI	African Graduate Fellowship Program
AID/W	A.I.D. headquarters in Washington, D.C.
ALIGU	American Language Institute, Georgetown University
ALO	AID Liaison Officer
AMA	Advance Maintenance Allowance
AMDP	African Manpower Development Proj
BIT	Bureau International du Travail
CENAGE	Centre National pour la Gestion des entreprises
CERPAD	Centre de Recherche et de Perfectionnement Administrat
CHRD	Congo Human Resources Development project
D.E.S.	Diplôme d'Etudes Supérieures
ECU	European Currency Units
ELT	English language training
E.N.A.	Ecole Nationale d'Administration et de Magistratur
FAC	Fonds d'Assistance et de Coopérati
FED	Fund for Economic Development of the European Economi Community
GPRC	Government of the Peoples' Republic of the Co
GTZ	German Technical Assistance Program
HAC	Health and Accident Coverage insurance
HRDA	Human Resources Development Project (formerly AMD
I.D.R.	Institut du Développement Rural
ILO	International Labor Organization
INSSEJA	Institut Supérieur des Sciences Economiques, Judicial; Administratives et de Gestion
INSSS	Institut Supérieur des Sciences de la Sante
IPD	Institut Pan Africain de Développement
ITA	Ingénieur des Travaux Agricoles
OCEAC	Organisation Communautaire des Etats de l'Afrique de l'Ouest (Cameroon, Central African Republic, Chad, Congo, Gabon, and Zaire)
OE	Operating Expenses (AID)
OMS	Organisation Mondiale de la San
Ministries:	
MDR:	Rural Development (Agriculture)
MECON:	Economy
MINCOM:	Commerce
MINI:	Industry
MPLAN:	Planning
MPME:	Small and medium industries
PAIP	Pan African Institute for Devel
PAS	Programme d'Ajustement Structurel
PAS/	Participating Agency Service Agreement
Part	Partners for International Education and Training
PCC	Project Coordinating Committee
PES	Project Executive Secretary

I. Executive Summary

The Government of the People's Republic of the Congo (GPCR) and the U.S. Government (USG) share the view that a lack of management capabilities is a major constraint to development at all levels of all sectors of activity in the Congo. The impact on the economy of this lack has been exacerbated by the fall in petroleum earnings that, in good times, compensated somewhat for managerial inefficiencies.

These circumstances led GPCR to reconsider national economic policies, established since 1964, which vested in the State ownership and control of all major productive and service enterprises. Within the context of a Structural Adjustment Program, there are now policy reform initiatives directed at increasing the role of market forces in the allocation of national resources - both physical and human - and at moving toward a more open economy with some private participation. Policy makers and administrators have also become increasingly aware of the need and potential of improved management.

To support the restructuring of the Congolese economy and assist development, the U.S. Agency for International Development (AID) has designed the Congo Human Resources Development Project (CHRDP). This is a 5-year project funded in an amount of \$2,700,000 of which \$ 2 million is provided by the USG and the balance by the GPCR.

This is a broad-gauged effort to improve the management capabilities of senior and mid-level staff in the public, parastatal and private sectors of the Congolese economy. The program emphasizes support for the priority concerns of GPCR - agriculture and primary health care - and of the USG for the strengthening of free market forces and the full participation of women in development.

The range of training activities to be funded under the project and the approximate percentage of funds for their support are as follows:

	<u>Estimated number of participants</u>	<u>of budget*</u>
1. Graduate training in the U.S. to an MPA, MPH or equivalent level.	14	57
2. Short courses at specialized institutions primarily in francophone Africa or off by these institutions in PRC	40	
3. Seminars, workshops and conferences at specialized institutions in the Congo.	300	

As part of these activities, up to 12 American and 12 Congolese senior management specialists will travel, respectively to the PRC and the US, to collaborate in the development of appropriate study programs and

*Observation and study tours, mainly in francophone Africa.

II. Project Rationale and Description

A. Overview

1. Background: The Congo Human Resources Development Project (CHRDP) is designed to assist the GPRC to improve its capacity for policy formulation and for program development and implementation in selected priority sectors of the national economy.

In this perspective, the project will focus on the need for better management of agriculture and of primary health care in order to reach higher performance levels. In agriculture, GPRC seeks to reverse the dismal trend which, in less than one generation, has led from food self-sufficiency to import requirements estimated as high as 80% of total consumption. In the area of health, the government is also concerned with increased efficiency in order to provide "HEALTH FOR ALL BY THE YEAR 2000". The GPRC considers these sectors "priorities of priorities".

As shown, for example, by the fact that in a revised Development Plan which is now being finalized, budget provisions for agriculture have been raised from about 9% to around 23% of the total. The government is also concerned with improving the efficiency of the economy. Under the provisions of a standby agreement with the International Monetary Fund (IMF) and with the eventual support of the World Bank, GPRC has begun a Structural Readjustment Program (PAS) which increasingly opens the economy to free market forces and envisages greater private sector participation in development.

Indeed, consideration is now being given to the possibility of a gradual transfer of selected state enterprises to the private sector or, at least, to the abolition of selected monopolies, thus opening the field to private competition. This liberalization in policy results partly from the financial pressures brought about by the dramatic fall in government revenues in the wake of the oil crisis. But there is also a growing awareness of the high economic - and ultimately social - costs of policies geared mainly to the achievement of social benefits. This has led to recognition that free market forces may enhance the capability to sustain the services GPRC is committed to provide for the Congolese people. The GPRC welcomes AID assistance in providing management training which will contribute to the achievement of this objective.

2. Relationship to AID's Strategy: USAID strategy in the Congo focuses on the reduction of dependence upon imported foodstuffs through increased agricultural production and improved infrastructure, and the improvement of the quality of rural and urban life through the strengthening of Congolese health care and delivery programs. Beyond these specific sectoral concerns, USAID strategy in the Congo has been to support GPRC initiatives toward the policy reforms necessary to develop national resources and to provide for long-term multi-sectoral economic growth.

Specifically, through the African Manpower Development Project (AMDP), USAID has sent Congolese for short-term training to the U.S. and third countries for the last seven years. AFGRAD has supported long-term training for several Congolese at the graduate level. Short-term participants from several ministries have taken courses in a variety of fields, including management, international borrowing, loan negotiation, water resources, environment, agriculture, and a number of other technical areas. Of the seven AFGRAD participants who have returned to date, three pursued advanced degrees in agriculture and have gone back to responsible positions in the Ministry of Agriculture, three to teaching positions at the National University and the National Center for Management, and another, who completed an M.S. in Agricultural Economics, has become an Economic Advisor to the Office of the Presidency.

Training under the CHERDP is intended to extend the logic of the USAID country strategy for the Congo. It seeks to create select areas of advanced managerial and conceptual skills in order to assist in the formulation of development policies, planning, and program development for public and private institutions in the Congo.

3. GPRC Development Strategy and Programs: The sharp reduction of oil revenues has been the immediate cause of current economic difficulties. Under the pressure of falling oil revenues and expanding debt service, the Government of the People's Republic of the Congo is redoubling efforts to improve financial discipline.

But concerns go beyond the current budgetary squeeze to considerations of the need, in the context of a national economic and social plan,

- Development of a coherent industrial structure, requiring development of the national territory and, in particular, the exploitation of untapped forest and mineral resources

- Expanded agricultural production, with increased attention to the informal and subsistence sectors, so as to reach self-sufficiency in foodstuffs by the year 2000

- Health, including primary health care and improved services delivery to rural areas, to provide "health for all by the year 2000".

- Management, and promotion of the spirit of enterprise, with the objective of development of small and medium private sector enterprises.

Government attitudes toward the private sector are moderating considerably, and conditions for trade and investment have improved. The failure of State enterprises and their inability to generate new opportunities for employment has led to greater receptivity to private sector activities in general, and to foreign investment in particular.

Recently the GPRC has simplified the investment approval process and created financial support funds for small business and agricultural development. Special exemptions have been granted to private businesses, allowing them to compete with state monopolies and marketing boards. Foreign investment in private or mixed joint venture operations is increasing; in forestry, particularly, foreign investors now benefit from special tax incentives and relaxed central marketing controls. Since 1981, five new joint ventures have been signed with foreign partners for forest industry projects.

There is a growing awareness also of the need to improve the management and rationalize the operations of the parastatal enterprises. Important decisions in this area have been taken in the context of the Structural Adjustment Program which will be implemented with World Bank assistance.

In international trade the paramount position continues to be held by Western Europe, which supplies the bulk of Congo's imports, though the U.S. is the largest importer of Congolese goods by value, because it buys most of the oil. The Communist countries as a group account for less than two per cent of trade. France remains the dominant trading partner, supplying over 50% of all imports in recent years, and dominating sales in nearly every important sector. Recognizing this dominance, the GPRC has officially adopted a policy favoring diversification of the country's traditional commercial relations.

France, and to a lesser extent the Communist countries, maintain a dominant position as partners for technical assistance cooperation, and as sources of general higher education and advanced technical training opportunities abroad. But dissatisfaction with this situation has appeared. As regards the large numbers of returning university graduates, advanced degree holders, and short-term technical trainees, the appropriateness and results of training are in question. At the same time, American technological and managerial capabilities are widely respected in the Congo. A modest U.S. participant training program tied closely to development training needs, economic growth objectives and policy initiatives, makes sense and may provide a basis for broader technical assistance efforts in the future, depending upon the success of Congolese efforts for greater economic liberalization and diversification of bilateral cooperation for development.

4. Relationship with Other Donors: The CHRDP relates to a number of activities in which the GPRC, on its own or in collaboration with donors, has enhanced its capacity to plan for development and tested new methods to extend and improve a broad range of productive services. Thus a joint ILO/GPRC project begun in 1970/71 to assist the improvement of State corporation management led to the establishment, in the Office of the Prime Minister, of a National Center for the Management of Public Enterprises (CENAGES). This Center has become the institutional pivot for identifying problems and for planning and implementing management interventions to deal with them. Current negotiations are expected to lead to substantial World Bank support of the CENAGES mandate to rehabilitate the parastatal corporations within the framework of the Structural Adjustment Program of the PRC. The development of CENAGES provides encouraging evidence of Congolese readiness to institutionalize project experience that has proven useful and practical.

Several of the specialized teaching institutes of the National University have also been strengthened with donor assistance. Activities relevant to the CHRDP are those of the National School for General and Legal Administration (E.N.A.M.) supported by the French Fund for Assistance and Cooperation (FAC). This school provides a formal program of courses leading to university degrees. E.N.A.M., through a separate center (CERPAD), also organizes short courses and topical seminars on various aspects of management, on its own or in collaboration with multilateral or bilateral organizations.

The Higher Institute for Management and Economic, Judicial, and Administrative Sciences (INSSEJAG), the Higher Institute for Health Sciences (INSSSA); and the Institute for Rural Development (I.D.R.) are other university units which receive some donor support. They have the potential for assisting in selected programs directed at management improvement in their sectors. They have not yet participated much in activities of this kind, but have held exploratory discussions with senior representatives of international programs of the universities of Atlanta and Pittsburgh, and of Pennsylvania State University.

In agriculture, FAC is engaged in encouraging community self reliance by promoting development through an expanding number of Centers for Rural Progress, patterned on the proven model of Maisons Familiales in France. The World Bank is finalizing plans for a pilot project in agricultural extension based on the Training and Visit approach developed by Bank staff and successfully tested and implemented worldwide. The Bank has also been asked to carry out an in depth study of PRC management training needs with special attention to the priority sectors of the economy. German Technical Assistance (GTZ) provides expertise on organizing credit for medium and small enterprises. The European Fund for Economic Development (FED), under the indicative plan of Lomé III, will provide a total of 44 million ECU during the period 1986-1991. Of this, 80% has been tentatively committed to the development of rural infrastructure.

CARE has been working in the Congo since 1979. It has developed an excellent relationship with the GPRC based mainly on successful implementation of previous USAID-supported projects in the Agriculture and Health/Nutrition sectors. It is anticipated that CARE will participate in the CHRDP through the organization of a number of in-country training activities.

B. Project objectives

1. Goal and Purpose: The goal of the Congo Human Resources Development Project (CHRDP) is to assist the People's Republic of the Congo to achieve better resource allocation and utilization in public and private sector production and service activities. In this respect, the project seeks to overcome the constraints to economic growth and social development resulting from a lack of adequately and appropriately trained managers at middle and higher levels in the public and private sectors.

The purpose of the project is to improve the mobilization and management of resources in key sectors of the economy. This involves, as a first priority, the training of technical staff for management responsibilities in preparation for assignments to important administrative

A number of Congolese training institutions will have gained additional experience and confidence in organizing and running practical training programs for development planners and managers. Fifty persons will have had an opportunity to familiarize themselves with management problems of agriculture and of primary health care elsewhere in Africa, and a few in the United States.

4. End-of-Project Status: By the Project Assistance Completion Date (PACD), this project will have achieved the following:

More senior and mid-level Congolese professionals, in both the public and private sectors, qualified to define actionable policy options for the development of agriculture and primary health care activities, i.e., more and better managers.

- Stronger institutional competence and experience for providing management services, including training, at different levels of various organizations in an economy increasingly responsive to free market forces

- A more solid conceptual and experiential base for financially viable (i.e. self-sustaining) activities in priority sectors.

Accelerated shift from subsistence farming to production for market

Project Elements

1. Long-Term Training. Two types of graduate programs in the U.S. leading to master's degrees will be funded by the project. Both are aimed at meeting management needs. One will be oriented towards problems in the agricultural sector; the other towards needs in public health.

The emphasis in each of the programs will be on developing thorough familiarity with the concepts and tools of policy formulation and implementation, i.e., on planning, program/project design, organization, administration, and evaluation. In agriculture, emphasis will be placed on planning options, both in public and private enterprises, which seek market solutions to development problems. For primary health, the program will focus on policy and strategies for the management of services.

Graduate study in the U.S. requires a minimum proficiency in English at 550 TOEFL level. Typically, foreign students achieve this level in about six months of intensive language study in the U.S., if they start from a TOEFL score of about 425. CHRDP will finance selected professionally qualified candidates to take after-hour courses in order to help them to reach this desirable level of proficiency before their departure for the U.S.

2. Short-Term Training. The project will support a number of selected candidates in relevant short-courses at institutions abroad. These will usually be in francophone Africa. However, appropriate programs in the U.S., such as the Francophone Programs in Management at Atlanta and Pittsburgh or in Primary Health Care at the University of North Carolina are not excluded.

3. In-Country Training. The project will provide funds for refresher and topical short-courses, seminars, workshops and colloquiums on relevant management problems at appropriate Congolese institutions. These programs may draw on locally available expertise or on specialists recruited from abroad. Third country institutions offering some of their regular or specially designed courses in the Congo will be considered on the basis of cost-effectiveness criteria.

4. Study and Observation Tours. Especially in connection with short in-country training cycles, the project will offer opportunities to visit other countries, primarily in francophone Africa, to see how they deal with specific management problems in the agriculture and health sectors. Visits to agro-industrial enterprises, production, marketing and credit institutions, staff training programs in agriculture and primary health care are illustrative examples of this project element.

Issues related to the management of the project and the selection of candidates are discussed in Chapter IV, Implementation Plan.

III. Cost Estimate and Financial Plan

A. Financing Methods

AID will initially obligate \$312,000 of the total \$2,000,000 life of project funding. AID will then obligate up to \$500,000 per year until the total LOP amount has been reached.

After satisfaction of the conditions precedent, funds will be disbursed in accordance with the terms of the Project Agreement.

The Host Country Contribution to the project will be generated by the sale of rice under section 416 of PL 480. This will be placed in a special account to be managed by USAID. The counterpart funds will be used for such local currency costs of the project as the following:

- salaries and per diem of Congolese trainers
- per diem of U.S. trainers and consultants
- room, board, and travel of trainees within the Congo
- rent of training facilities when not contributed in kind
- ELT in the Congo for 20 potential U.S. training candidates
- medical clearance, visa and in-country travel expenses for participants going overseas
- AID in-country administrative costs

Any reduction in actual counterpart funds made available to the project will directly and proportionately reduce the level of project activities. This is important also with respect to the method of paying for the cost of ALO services. Unless this cost can be debited against an allocation from the Sugar Compensation Fund separate from the required 25% GPRC contribution to the project, technical consultancies will have to be reduced by a third and training activities overall will decline by 20 percent. Table 2 illustrates this clearly.

B. Illustrative Financial Plan

The total life of project cost of the project is \$2,700,000, of which \$2,025,000 (75%) represents an A.I.D. grant, while the balance of \$700,000 (25%) is the required GPRC contribution.

Tables 2 to 6 show the proposed financial structure and schedule of disbursement. They are not - and cannot at this stage - be definitive.

Table 2 shows the total CHRDP budget of \$2,700,000 by category of expenditure.

Tables 3 and 4 show the derivation of the budget category totals in terms of unit costs. This data is given in great detail. This will permit adjustments to the budget if, over the years of the project, experience should suggest the desirability of changing program emphases. The costs and benefits of such changes will be clear not only in budget terms, but in units of outputs as well.

Table 5 illustrates the proposed allocations by category and year at rates compatible with availabilities of both candidates for training and appropriate teaching staff. They translate the information of the training plan given in Section II, Implementation (Table 1) into budget data. Table 6 provides a breakdown of anticipated expenses of operating the A.I.D. Liaison Office in Brazzaville during the life of the project.

TABLE 1
TRAINING PLAN BY PROJECT ELEMENT AND YEAR

PROJECT ELEMENT	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL UNITS	TOTAL
long-term training (persons)			14			14	980,000
short-term training (persons)							
U.S.	0	3		3		10	100,000
Third country	2	7		7		30	255,000
in country training English (person seminar weeks)		20				2	20,000
		8	8			3	160,000
Observation tours (persons)							
U.S.	0		2	3		10	60,000
Third country		10	15	15	3	50	150,000

TABLE 2
Summary of Cost Estimates and Financial Plan

CATEGORY	TOTAL	PX	LC
long-term training	980,000	924,000	56,000
short-term training			
U.S.	100,000	10,000	30,000
Third country	255,000		255,000
in country training			
English seminars	20,000	5,000	15,000
observation tours	160,000		120,000
U.S.	60,000	60,000	
Third country	150,000	100,000	50,000
evaluation	20,000	15,000	5,000
AD administration	500,000	450,000	50,000
inflation (= this % of total)	294,058	221,695	72,363
TOTALS	2,539,058	1,885,695	653,363
contingency	160,942	114,305	46,637
GRAND TOTAL:	2,700,000	2,000,000	700,000

Table 3
 Cost Components of Functional Categories by Unit of Expenditure
 and Total in Dollars*

Category of Expenditure	Cost Components	Unit of Expenditure	Project Total
1. 14 Master Degree programs		\$28,000/student/year**	980,000
2. Short-term and Third-Country studies:		cost/person	
10 in U.S.	tuition, room-board	\$10,000**	355,000
30 in francophone Africa	Rd trip from Brazzaville	7,200	(100,000)
	Books & Misc.	800	
	Total	500	
		8,500	(255,000)
In-country Training			
20 students	20 students - intensive Engli.	\$ 1,000/student	180,000
	32 weeks of seminars*	\$ 5,000/week***	(20,000)
			(160,000)
1. 10 days Observation & Study tours:			
10 in U.S.			
20 in francophone Africa	Travel	\$6,000**	210,000
	Maintenance	1,200	(60,000)
	Misc. expenses	1,500	
		300	
		3,000	(150,000)

*Rounded

**Standard AID budgeting figures

***From E.N.A.M. data, for detail, see table 5

Table 4
Itemized Costs of One Week of In-Country Seminar
in CFA

For Brazzaville Students CFA 2.000 x 12 x 5	120.000
For Up-Country Students CFA 15.000 x 4	630.000
Travel - 6 Rd trips at CFA 50.000	300.000
Instruction: 30 hours at CFA 6.000	180.000
Course Preparation by 2 Experts for 2 days of 5 hours at CFA 6.000/hour, 2 x 2 x 30.000	120.000)*
Secretarial Support of 2 Secretaries for 3 days at CFA 5.000/day	60.000
Books, supplies & Services	30.000
Class-Room Rental at CFA 20.000 for 5 days	80.000
	<u>100.000</u>
	CFA 1.500.000 = \$5.000***

SOURCE: P. N. 1

- * Based on the assumption that of 18 participants 12 will come Brazzaville and 6 from up-country.
- * 1 course expected to be used in at least 2 seminars.
- * Average cost/person-day \$50,00, excluding outside experts.

U.S. \$1.00 = CFA 300

BY YEAR AND TYPE

	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5		TOTALS		GRAND TOTAL
	FX	LC	FX	LC	FX	LC	FX	LC	FX	LC	FX	LC	
long-term trainin	0	0	0	0	369,600	22,400	369,600	22,400	184,800	11,200	924,000	56,000	980,000
short-term trainin:													
U.S.	0	0	21,000	9,000	21,000	9,000	21,000	9,000	7,000	3,000	10,000	30,000	100,000
Third country:	0	17,000	0	59,500	0	59,500	0	59,500	0	59,500	0	255,000	255,000
in country trainin:													
English	0	0	5,000	15,000	0	0	0	0	0	0	5,000	15,000	20,000
seminars	0	0	10,000	10,000	10,000	30,000	10,000	30,000	10,000	30,000	40,000	120,000	160,000
Observation tour													
U.S.	0	0	12,000	0	12,000	0	12,000	0	12,000	0	0	0	60,000
Trips count	0	0	20,000	10,000	30,000	15,000	30,000	15,000	20,000	10,000	100,000	50,000	150,000
Evaluation	0	0	0	0	0	0	0	0	15,000	5,000	15,000	5,000	20,000
AID Administrati:	90,000	15,000	90,000	10,000	90,000	10,000	90,000	10,000	90,000	10,000	450,000	50,000	500,000
Inflation	0	0	7,900	6,675	54,592	14,955	84,897	22,997	74,307	27,736	221,695	72,363	294,058
Yearly totals	90,000	27,000	165,900	140,175	587,192	160,855	623,497	168,897	419,107	154,436	1,865,695	653,363	2,539,058
Contingency											114,305	46,637	160,942
GRAND TOTAL											2,090,000	700,000	2,790,000

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Table 6
AID/Brazzaville Office Expense
During CHRDP Period by Year
in CFA 000**

Category of Expenses	1967	1968	1969	1970	1971	1972
1. Salaries***						
AID Liaison	11,000	12,500	14,000	16,000	18,000	72,000
Secretary	(37,500)	(42,000)	(47,500)	(53,000)	(60,000)	(240,000)
3 guards	4,500	4,800	5,100	5,400	5,700	25,500
	4,500	4,800	5,100	5,400	5,700	25,500
2. Utilities						
Gas	75	83	92	100	110	460
Water	86	94	105	115	130	530
Electricity	1,000	1,100	1,200	1,300	1,500	5,000
3. Transport						
Diesel fuel	20	25	30	35	40	150
Miscellaneous	30	35	40	45	50	200
4. Rent	650	720	780	870	960	3,930
5. Office Expenses	750	150	200	300	400	1,800
TOTAL	\$500,000 (rounded)					35,597

* Based on figures computed by ALO/Brazzaville except for ALO salary which is team's estimate.
 ** \$ 1.00 = CFA 300
 ** Including all al.

LT trainees selected 1 yr later than foreseen.

22X

IV. Project Implementation

A. Management

During the design of the project, several options were considered for the provision of management support and project oversight in the Congo. These included the use of a PVO, TDY assignments, and a resident PSC. It was decided that the use of a resident PSC, based in the Congo, was the only viable alternative. This decision was based on the perceived need for full-time oversight of USAID activities in the Congo, and on the limited funds available for the provision of that oversight. A series of TDYs would not provide the full coverage required. The use of a PVO would be more expensive than the hiring of a qualified PSC, thereby diverting an unacceptable amount of the project's limited funding into management costs and overhead. Finally, while Kinshasa is only a twenty minute boat ride from Brazzaville, political as well as logistical considerations make it impossible to completely support Brazzaville from USAID/Zaire.

Overall management responsibility rests with USAID and will be exercised through the A.I.D. Liaison Officer (ALO) assigned to the American Embassy, Brazzaville, PCR.

For the long-term U.S. training component of the project, USAID will act through the Office for International Training, Bureau for Science and Technology, Agency for International Development in Washington (AID/S&T/IT). This latter office will use partners in International Education and Training, Inc., as its programming agents. Program actions will be through Project Implementation Orders/Participants (PIO/P). The ALO will make all necessary arrangements for medical clearances, visas, pre-departure orientation, advance maintenance allowance (AMA), airline tickets, etc.

For approved activities other than long-term training, USAID will work with various established institutions and organizations, both within the PRC and in the U.S. and third countries, to set up administrative arrangements for in-country courses, including procuring trainers and facilities. It will pay appropriate per diems and/or make living arrangements for participants. USAID will use its contacts in PRC and overseas to arrange for consultants and instructions and to plan observation and study tours.

USAID, at its option, may delegate any or all of these functions to local sponsors of programs, without, however, being relieved of its overall management responsibilities.

In country language training will be financed by the project for long-term participants at the USIS language center in Brazzaville. Discussions with USIS have indicated that this will be a simple process. Arranged through as inter-agency transfer.

B. Procedures

1. Administ

A joint U.S.-Congolese Project Coordinating Committee (PCC) will provide overall guidance for project activities.

The PCC will be co-chaired by the Deputy Chief of Mission of the American Embassy and an official of corresponding rank of the Ministry of Foreign Affairs and Cooperation. Members will include:

- on the American side:
 - the AID Liaison Officer, and
 - the Public Affairs Officer at the American Embassy
- on the Congolese side, representatives from:
 - the Office of the Prime Minister, and
 - the Ministry of Plan

With the approval of the co-chairpersons, individuals representing technical ministries, USAID, or training institutions in the public or private sector may be invited to participate in meetings.

The AID Liaison Officer will serve as Executive Secretary (PES) of the PCC.

The PCC will act by consensus, thus requiring agreement on decisions rather than decisions on the basis of a simple or weighted majority vote.

The PCC will meet for the first time no later than 90 days after the CHRDP Agreement has been signed, and annually thereafter. If more frequent PCC action is required, the Executive Secretary, with the approval of the co-chairpersons, may call special PCC meetings at no more than quarterly intervals.

The principal PCC responsibilities to be reviewed and approved:

- annual implementation plans and budgets; and
- Criteria and procedures for the selection of candidates and courses.

The preparation of documentation for PCC meetings is the responsibility of the AID Liaison Officer.

In preparation of the annual implementation plan, the ALO will consult with Congolese public and private institutions involved in or relevant to management training. These will include on a regular basis: CENAGES, E.N.A.M./CERPAD, I.D.R., INSSEJAG, INSSSA, and U.N.O.C. At the ALO's discretion, these consultations may be individual and informal or by way of formal meetings of representatives of these institutions. In consultation or on his own, the ALO will also prepare a quarterly status report (QSR) for the members of the PCC.

Besides a current budget, the annual implementation plan will include a forward look at activities envisaged for subsequent years.

In order to expedite implementation of the project, the Amplified Project Description (Annex A to the Project Agreement) will serve as Annual Report for the first PCC meeting and propose to the Committee criteria and procedures for the selection of candidates and programs.

Beginning in the second year, the annual report of the ALO will include a detailed review of the preceding year's activities. It will give special attention to ongoing evaluations of project performance.

The ALO will prepare application forms for all individual study programs. These forms will be distributed through relevant ministries, academic institutions, and U.N.O.C.

2. Selection

a. Criteria

(1) Candidates: All candidates must:

meet all academic entrance requirements of the institutions they plan to attend.

Admission to a U.S. graduate school requires an undergraduate degree of recognized equivalence or, in practice, probably a D.E.S. in a relevant field of specialization. Applicants must also demonstrate adequate proficiency in English by attaining a TOEFL score of 550 or better.

- be currently employed

- submit a letter of recommendation from their employer stating that the employee will remain in full pay status during the training and will return to a position at a level appropriate to his qualifications

- prepare a short statement about their interest in the program and their expectations of the effect of the training on their professional careers and on the organization for which they work.

- agree, at the option of the project managers, to be screened and ranked on the basis of objective tests by an independent testing organization.

(2) Programs and Courses

- Long-Term: the objective of the Master's Degree program is to give the participants a high level of understanding and competence in concepts and methods of development, particularly as they relate to agriculture and primary health care.

Definition of specific degree requirements is the prerogative of graduate schools in the U.S. However, in line with the project strategy of concentrating effort, the selection of schools will be made from among those willing to comply with the detailed criteria set out in Attachment A to this section of the Amplified Project Description.

It is not clear how far it is possible to insist on compliance with these criteria. AID/W/ST/IT will urge their programming agents to find a school which will meet them.

- Short-Term and In-Country Studies: Proposals will be developed by amplified PRC institutions in collaboration with the ALO. They will be considered on the basis of:

-- Relevance to project objectives described in Chapter II, Attachment A of this document, and

Availability of funds

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b. Approval Process

Screening:

(a) Candidates

Long-term Training: Candidates will submit applications through the Liaison Officer. The ALO will review them to ensure conformity with established criteria and then present them to the PCC with recommendations based on consideration of project strategy and needs. The PCC will forward its recommendations to AID for final approval and action.

Provided that fully qualified candidates come forward, it would be consistent with the project strategy to select up to:

- 4 members of the CENAGES professional staff;
- 5 persons from the agriculture sector with (or for) specialization in the management of production, processing, and commercialization;
- 2 persons associated with primary health care; and
- 3 person professionally concerned with planning.

In line with established AID policy, at least two slots will be filled with qualified women. Also within this selection frame, equal consideration will be given to applicants from the public and private sectors

To ensure selection of the fourteen best possible candidates, up to 40 qualified persons will be given a basic placement test by APCA. Of these, no less than 20 will be selected for English language training, in regular or special courses offered by the American Cultural Center. After 6 to 9 months of this language training, a TOEPL test will be given. Performance in this English competency test will be an important factor in the final selection of the 14 candidates for the Master Degree program in the U.S.

Short-Term Activities: Applications for training abroad, for the development of in-country courses, the recruitment of expert consultants and for observation tours will be reviewed by the ALO. Their selection, based on established procedures and criteria will be presented to the PCC in the OSR.

End of project: An independent end of project evaluation will be conducted in mid 1992. It will focus on the short term project impact on individual participants of both long term and short term training and their contribution to the organization by which they are employed. In addition, the evaluation will assess the adequacy of the program from the perspective of participants, employers and organizations represented on the PCC in order to determine if the project is worth replicating.

(b) Courses

in line with the Project Strategy and Procedures described above preferential consideration will be given to submissions prepared by institutions in the public and private sector with proven experience or potential to contribute to the improvement of management in the PRC. Those identified during preparation of the Project Paper include CENAGES, E.N.A.M./CERPAD, I.D.R., INSSEJAG, INSSSA, U.N.O.C., and CARE/Congo.

Other sponsors may be considered on a case-by-case basis

upon approval of an in-country activity (course, seminar workshop, colloquium, etc) the organizing sponsor will publicize the offering and screen candidates for review by the ALO and eventual submission to the PCC.

In the exercise of these responsibilities, the ALO will seek advice of the co-chairpersons, as needed.

(2) Decisions: Final approval authority for the selection of candidates and activities under the CHRDP will rest with AID.

C. Proposed Administrative Schedule of Activities

<u>Date*</u>	<u>Action</u>	<u>Responsible Party</u>
8/87	Project authorized.	USAID
8/87	Project Agreement negotiated and signed.	USAID/GPR
9/87	Conditions Precedent met.	GPRC
9/87	Project Coordinating Committee (PCC) formed.	USAID/GPR
10/87	Announcement of long-term training scholarships in U.S. prepared for distribution to government ministries and private sector.	
10/87	Selection criteria spelled out in announcement.	USAID
10/87	First annual meeting of the PCC.	
12/87	U.S. long-term training announcement distributed	USAID/GPRC
	Applications for long-term U.S. training receive and screened for compliance with selection criteria.	USAID/GPRC/UNOC
1/88	Qualified applicants tested.	USAID
2/88	Selection of 20 applicants for intensive in-country English Language Training.	USAID/AFCA
3/88	In-country English Language Training begins.	USAID/GPRC
9/88	Proficiency test given to the 20 participants in the English Language Program.	USAID/USIS
		USAID/USIS

9/88	Recommendation of candidates for U.S. long-term training.	USAID
9/88	Second annual meeting of PCC	USAID/GPRC
11-12/88	PIO/Ps prepared, processed and sent to AID/W.	USAID
11/88-2/89	14 selected candidates continue English Language Training.	
12/88	Placement process in U.S. begins.	S&T/IT
1-3/89	Participants processed for study in U.S., medical clearance, visas, AMA, tickets, pre-departure orientation.	
3/89	Participant arrive in U.S. and begin English Language Training.	USAID Partners
8/89	Third annual meeting of PCC	USAID/GPRC
9/89	Most of the 14 U.S. participants begin academic study.	Partners
2/90	Reports for first academic term in U.S. sent to USAID.	Partners. USAID/GPRC
8/90	Fourth annual meeting of PCC.	
9/91	Most of the 14 U.S. participants complete their degrees and return home.	Partners USAID/GPRC
9/91	Fifth Annual Meeting of PCC.	
10/91	Participants interviewed.	
11/91	Certificates of Achievements presented	Embassy/USAID
6/92	Remaining participants in U.S. return	Partners
7-8/92	Project evaluated by independent party	USATD
9/92	Project activities completed	
9/92	Final meeting of PCC	USAID/GPRC

Third country and in-country training will take place throughout 1987-92. Academic enrollment and term reports will be received and reviewed after each semester of training in the U.S.

*If actions are delayed, intervals between actions will remain as proposed in this schedule; i.e., overall implementation will be delayed by a period equal to the initial and any subsequent delays.

D. Training Plan

The substance of the training program has been described in detail in Section I.E. above. Table 1 shows the actual distribution of training activities in the first year of the project. This table also provides an indicative or schematic plan for the last four years of the project. Specific proposals for Year 1 and preliminary suggestions for Year 2 are presented under E. and F. immediately below.

The indicative plan is translated into budget terms in Table 5 of the Illustrative Financial Plan in Section IV.

It must be noted that to be effective the Plan must remain flexible and allow adjustments both within categories and among them, in response to changing needs and opportunities that cannot readily be anticipated years in advance. Adjustment in planning targets, within the general framework of agreed upon objectives and budget allocations must be made in the course of preparing the annual implementation plan for PCC review.

Proposed FIRST Year Training Activities

1. In-Country Seminars

<u>Title</u>		<u>Implementing Agency</u>	<u>Estimated Cost</u>
a. Training in Management and Administration for technical staff assigned to management positions in technical ministries.	1 cycle of 4 units of 1 week each at 1 month interval between units, repeated in Year 2, \$10,000	E.N.A.M./CERPAD	25,000
b. Re-Training of Managers of Primary Health Services	2 unit cycle of 1 week each	INSSEJAG	10,000
c. Development of a multi-year national seminar series on management training for agriculture.	Local consultants and 2 person-months of US experts	CARE with I.D.R., MinPlan, and INSSEJ	45,000
d. First national seminar under	1 week	CARE	10,000
e. Financial Management in Public Enterprises	1 month collaboration with Atlanta University	CENAGES/E.N.A.M.	25,000

2. Short-Term Training

<u>Sponsor</u>	<u>Institution</u>	<u>Estimated Cost</u>
a. CENAGES	CESAG/Dakar	8,000
b. CARE	1 person University of NC (Primary Health Care)	15,000
c. CARE/I.D.R.	IPD/Douala (Management of Rural Development Projects) 4 weeks for 6 persons	12,000

F. Preliminary Suggestions for Year 2 Training Activities

1. In-Country Seminars

<u>Title</u>	<u>Length</u>	<u>Implementing Agency</u>	<u>Estimated Cost</u>
a. Training in Management and Administration (2nd cycle of Year 1 program)	4 weeks	E.N.A.M./ CERPAD	15,000*
b. Introduction to Management Techniques for agricultural enterprises.	2 weeks	INSSEJAG	10,000
c. Training of 50 trainers for para-medical personnel.	6 days	CARE	15,000
d. Strategies for developing the Agricultural Sector for senior level staff of MDR, MPME, MECOM, MPLAN, MINI, and MINCOM	1 week	CARE	17,000
e. Community financing of health services.	1 week	CARE	15,000
f. Improved management and more rational use of resources in agricultural production (20 participants and 1 person-month of US consultant)	1 week	CARE	32,500

*Course development funded in Year 1

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g. Support for the Private Sector in Agriculture (30 persons for 10 days; also 2 facilitators.)	5 days	CARE	14,400
h. Agricultural pricing policy and liberalizing commercialization for 20 senior officials of Ministries of RD, Plan, and Finance, also 2 facilitators.		CARE	13,000
1. Modern Management Techniques	1 month in collaboration with Atlanta University	CENAGES/ E.M.A.M.	25,000

2. Short-Term Training

<u>Sponsor</u>	<u>Institution</u>	<u>Estimated Cost</u>
CARE 6 persons for 4 weeks	IPD/Douala organization and management of enterprise and cooperatives	12,500
CARE 2 persons for 4 weeks	IITA/Ibadan land management for agricultural production.	4,600

G. ISSUES

1. Bilateral project versus a buy-in to the HRDA project: There is a definite need to continue funding of the AID Liaison officer Personal Services Contract in the Congo to manage the CHRDP. USAID/Kinshasa will play an important role in processing PIO/Ps and monitoring project implementation. However, it cannot manage the daily activities associated with the project, because it does not have the staff available. Even if it did, the process of moving between 2 countries is time consuming and difficult, and not possible on a frequent basis. Furthermore, the GPRC does not want to deal with USAID.

The Trust Fund account through which the Liaison Office has been funded up until now is about to be depleted. Since the ALO, as the sole AID representative, has responsibilities which go beyond the implementation of this project in Brazzaville, an argument can be made for funding the liaison office out of the OE account. However, OE funds are not available.

The HRDA III project paper is not completed. It is not clear whether funding of an American PSC project manager would be allowable under the project.

It is also not clear what administrative burdens would be lessened by buying into the HRDA III project. USAID requires project implementation reviews for regional projects, PIO/Ps must still be processed, etc. Funding allotments would be simpler and more assured under a bilateral project. The Congo program could still take advantage of training facilities in francophone Africa which are strengthened under HRDA III or other Africa regional projects or training supported by the HRDA III project in the U.S. Since annual country training plans are going to be approved by a joint U.S.-Congolese steering committee, it would seem inappropriate to have these plans further reviewed in AID/W. In sum, the bilateral project route at this time seems the most appropriate for this program.

2. Private Sector Participation: Within the GPRC there is increasing openness to collaboration with the private sector and a growing understanding of the contribution to development it could make to the national economy. It is not at all certain, however, that the private sector is developed to the point where it could field candidates for management training at the level envisaged for this project.

The number of private enterprises of relevant size can be counted on the fingers of one hand, and they are primarily in trade. The two major manufacturing corporations, CIAT (Cigarette Factory) and G.P.O.M., a conglomerate engaged in a broad range of ventures, are staffed with managers who are fully trained and experienced in the latest management techniques. They are also in a financial position to take care of their own training needs.

The project would do well to look to them as a possible source of management expertise to be tapped for training seminars.

A possible institutional base to test the relevance of the project to the existing Congolese private sector and to shape project activities to serve that sector's needs appears to be the Union Nationale des Opérateurs Economiques du Congo (U.N.O.C.), whose structure and purpose are described in Annex I.

The issue to be addressed is the extent to which project funds will be allocated to the ground work of developing a Congolese private sector base, as against meeting current opportunities of improving existing management in the public sector.

3. Training Methodologies:

a. Long-Term Training: Two completely different approaches have been considered.

(1) Dispersion of students among many graduate schools in the U.S., perhaps as many as there are students. The advocates of this approach believe that this would:

- permit the assignment of each individual student to the best possible school in his field of specialization;
- give Congolese students, as a group, the broadest possible exposure range to American experience and academic thought;

- minimize the impact of any possible unhappy personal experience;
- decrease the likelihood of an inward looking francophone "group-in-exile" that would benefit from the training program only within the narrow academic confines of their graduate program.

b. Concentration of all 14 students at a single university, because:

- At the highest professional level, management training needs of personnel for all sectors of the Congolese economy - in public or private service - have many commonalities. Good management requires a broad understanding of development concepts and the ability to relate these to a problem situation. At a first level of abstraction, this means adapting new concepts to established patterns of behavior.

- Obviously there are also specialized management needs for agriculture and health, and, indeed, within each of these sectors. These may, however, best be met from a common base, much as the most fruitful branches grow from the strongest trunk. Universities can be found that are sufficiently broad gauged to design individual study programs to meet the needs of students oriented towards management in agriculture, as well as primary health care, at a level appropriate to the CHRDP objectives.

- It is consistent with the project strategy of making the concept of "a critical mass" the organizing principle of the project.

- Success of the program is not solely dependent on specialized academic competence, but rather on a broad understanding of the development process growing out of the social, economic, cultural and physical resources endowment of given country.

- This broad understanding is fostered by focusing on it from the different specialized perspectives of the individual students, and the shared experience will make it easier to relate their individual study program to their common culture and commitment to contribute to PRC development. The reinforcement each member is likely to get from the group will stimulate individual performance.

- Placing the students as a group justifies a request that the university selected develop a "core course" designed to serve as a common base from which each student builds an individual program of specialization in line with regular departmental and graduate school requirements.

- The experience will facilitate re-entry to PRC positions and may lead to continuation, on the job at home, of efficient and confident working relationships developed at graduate school.

- The selection of a single school increases the likelihood of an ongoing interest of that university in the Congo which may continue well beyond the time when such interests are supported by USG funds.

There has been considerable experience to education for development along these lines at a number of major universities, including Stanford, Florida State, Pittsburgh, Massachusetts and Williams College. The approach has promise of benefits greater than would result from individual placements and is, therefore, the one recommended by the design consultant for the CHRDP. A determination of the method to be used will be made during year one of the project, after further consultation with ST/IT, Partners, and perhaps with one or more U.S. universities.

V. Monitoring and Evaluation Plan

A. Monitoring

The AID Liaison Officer will be responsible for overall project monitoring. The ALO will provide semi-annual project implementation reports (PIRs) to USAID.

Monitoring of the progress of individual participants in the U.S. will be done by the AID/W programming agents. In addition, the Project Coordination Committee will perform monitoring functions at its annual meeting to ensure that project outputs are being achieved.

B. Evaluation

1. Long-term training: The AID programming agent will conduct exit interviews in the U.S. and provide the results to the ALO. The ALO will also interview each returned participant to collect information on English language training, orientation and quality and relevance of training received. The ALO will prepare a standard questionnaire for these interviews.

2. Short-term training: The ALO will request structured written evaluations from trainees at the end of each short course and observation tour, whether in country or overseas. Questionnaires for this purpose will be prepared by the ALO and USAID. The ALO will also interview employer organizations two months after the training programs have terminated to obtain feedback on program success. Findings will be presented to the ALO.

3. Mid-term: A mid-term evaluation will be conducted in 1989, possibly with the assistance of REDSO, to assess the validity of the project design and assumptions, the quality of training activities, and project procedures with a view to updating the implementation plan and making necessary changes in the project if necessary.

Follow-up of participants: The ALO will interview participants returned from the U.S. and compile data on their training programs and follow-up needs. He/She will also arrange ceremonies to award Certificates of Achievement to returnees, will place them on USIS lists for publications and other activities, and will maintain contact with the participants at least semi-annually to monitor their progress and assist with problems. If possible, seminars will be arranged for returned participants.

VI. Project Analyses

A. Technical Analysis

The focus of this project is management training for senior and mid-level Congolese personnel in the public and private sectors, especially persons involved in the development of agriculture and in the provision of primary health care. It may be useful - indeed it seems essential - to clearly define the terms, as well as the context in which these terms will be used.

1. Definitions:

- The agricultural sector is very broadly conceived. It includes not only the production of food and export crops, of livestock, fish, and forest products, but also the transformation of these products (agro-industries), the commercialization including the distribution of inputs and marketing of outputs, and services such as transport, storage, credit, research, extension and administration. All these activities necessarily take place in a framework of plans and policies that directly affect the efficiency of the sector.

The project's concern with agriculture, therefore, goes well beyond the operational concerns of the Ministries of Rural Development and Forest and Water Resources. It extends to activities of many Ministries that impinge on agriculture such as Industry, Commerce, Planning, Finance, Education and Higher Education, Transport and others, and it encompasses activities of government, as well as of parastatal enterprises and of private sector production units varying from subsistence farms to plantations and processing plants.

- Primary Health Care concepts similarly go well beyond the activities of preventive and community health services that typically are the responsibility of a Ministry of Health, such as nutrition, environmental sanitation, vaccinations, safe water, childspacing, etc. The concerns of the project extend to the financial requirements of these services and how to meet them, and to policy and planning considerations similar to those discussed for agriculture.

- Management, in the context of this project, refers to the range of activities required for the effective mobilization and the efficient allocation of limited resources. It thus involves the formulation of policy and the translation of these policies into plans and of plans into practical operational programs.

- Training includes formal study in long or short-term courses leading to degrees, diplomas or certificates, and to workshops, seminars, colloquiums and on-the-job instruction.

-- CONTEXT OF THE PROJECT:

POLICY FRAMEWORK: The Congolese economy is, at present, in transition from tight state control oriented primarily towards goals of perceived social equity to one more open and responsive to the free play of market forces. There is growing recognition of the fact that a market directed economy reduces the costs of achieving social benefits (including high employment) to which the society remains committed.

The fall in petroleum prices sharpened the awareness of the need to contain costs and to increase efficiency in generating income. In consultation with the International Monetary Fund, the government has developed a Program of Structural Adjustment (PAS) that sets a course toward liberalization of the economy and envisages the gradual privatization of some of the parastatal industrial and commercial enterprises.

It must be noted, however, that the political and social implications of a privatization policy have not yet been fully considered. Overstaffing contributes significantly to the inefficiency of State enterprises*. It is too soon to tell to that extent GPRC is willing and able to face the disruptions that will almost certainly result from a rationalization of employment.

b. Institutional Framework:

(1) Administrative: Each of the Ministries concerned with agriculture and the provision of primary health services is amply staffed at all levels. Senior officials typically have a License (B.A. or B.S.) obtained at the Marien Ngouabi University (the National University) or a university in France, or Russia, or one of the other countries in the region. Some have obtained their degrees in Algeria. Many have followed their graduation in the Congo with some further work abroad, among them 7 obtained Master's degrees in the U.S. under the AFGRAD program, primarily in subjects related to agriculture and to public administration. A few have also spent time in the U.S. on short courses such as the Francophone program in Management at Pittsburgh and at various technical seminars in Colorado, Texas and elsewhere.

In the ministries then, there is no shortage of senior staff with creditable formal qualifications. There is widespread consensus, however, that throughout the public sector there is a pervasive lack of effective management, for a variety of reasons, including, it would appear

- lack of appropriate training in concepts and skills;
- lack of incentives, sanctions, and motivation;
- conflicting signals on priorities among political, social and economic objectives.

In Ministries these weaknesses are easily recognized but difficult to quantify. In the 100 or so parastatal enterprises they inevitably show up in the 'bottom line' of the balance sheet and in requests for budget allocations to offset operating losses. Only a few of these public sector firms obtain what would be considered reasonable returns on investments in the west. Many suffer substantial losses year after year. In the aggregate, the losses of public enterprises are a heavy burden on the economy that under present conditions can no longer be disguised (or offset) by high petroleum earnings.

With few exceptions - such as SCKN, Entreprises Bopaka, cigarette manufacturing, and the Otto-Mbongo complex of enterprises - there are virtually no large scale Congolese private industrial or commercial ventures.

(2) Substantive

In-country Training & Services

(i) Public Sector: Four institutions affiliated with the National University provide degree level training in fields relevant to this project.

- E.N.A.M. (National school for Administration and Training of Magistrates) offers parallel 3-year programs in General Administration, Financial Management, and Social Studies. E.N.A.M. has a Center for Retraining and Upgrading Administrative Skills (CERPAD) to offer special short courses and seminars on management and administrative skills.

- I.D.R. (Institute for Rural Development) has a 3-year course with a specialization in management, and also gives some management orientation in a 5-year program designed to meet the need for agronomists of the Ministry of Rural Development;

- INSSEJAG (Higher Institute for Management and Economic, Judicial, and Administrative Sciences) enrolls approximately 50% of all students of the national university and offers degrees in 5 major departments. It also has an active research program in economics of agriculture and health and some experience, as well as an ongoing interest in applied work in its major fields of concentration.

- INSSSA (Higher Institute for the Health Sciences) has a 3-year Program in Public Health including some work in public health administration. That program can be followed with two additional years of study leading to a Master's degree.

In addition to the institutions affiliated with the National University, the National Center for the Management of Public Enterprises (CENAGES) of the Office of the Prime Minister is a major and increasingly important resource for the provision of management training and consultation.

services. It has grown from an ILO-funded project to assist the founder in parastatal corporations in the early 1970's. Under PAS, CENAGES is being transformed into an independent, largely self-financed and profit-motivated organization. Its budget has been cut to one-third. CENAGES now is determined to establish itself in competition with private sector consultant firms by honing its professional skills and aggressively soliciting paid contracts from parastatal corporations that are under pressure to improve their economic performance.

(ii) Private Sector:

- APCA/SIPCA International is a French consultant firm with an office and permanent professional staff in Brazzaville. The firm specializes in training of primarily mid-level technical and management staff. It also has competence, not otherwise available locally, in administering objective placement and aptitude tests for all professional levels.

Union Nationale des Opérateurs Economiques Congolais) is a syndicate of private entrepreneurs with considerable interest in problems of personnel development for its members.

(b) U.S. Training Institution

Graduate Schools: There are many land grant and private universities that could offer excellent training at the level of an M.B.A., M.P.A., M.P.E., or equivalent, fully able to accommodate CHRDP needs. Many of these schools have staff with long experience in international programs, in project design and management, consulting services, as well, of course, as in working with graduate students from overseas. In selecting one or more suitable schools, it is well to bear in mind that Masters degrees do not need to be a first step toward a Nobel Prize. Solid professional competence, a broad understanding of concepts in a range of the economic and social sciences, in education, in communications and statistics are as relevant (or perhaps more relevant) to a good manager as more narrowly focussed excellence. Motivation and skills in communications, in organizing and integrating information, and, above all, in relating new knowledge to the physical and human context of an essentially static or, indeed, stagnant environment are more important for effective management than superior academic achievement.

(11) Specialized short courses, some in French, are offered in the summer by various graduate schools, such as the development management programs of Pittsburgh and of Atlanta universities and the health programs at the University of North Carolina. Others can be organized through consultant firms or professional associations.

(c) Third Country Training Institutions. There are a number of excellent schools in various countries of francophone Africa. Many are specialized in various aspects of development and offer short-term (4 - 8 months) programs in the areas of economics and public administration, rural development, cooperation and primary health care, for example. These schools often are willing to develop special programs and courses and can offer both regular and special programs in the country that requests them. Usually they can also second individual staff members to supplement local programming and teaching expertise.

This information has been presented at some length in the body of PP because the technical analysis is the major key to understanding the operational approach recommended for the CHRDP. The institutions mentioned in this section are listed and described in greater detail in Annex I.

Professional opinions on how long it will take a Francophone college graduate to reach the required level of proficiency in English (TOEFL 550) vary widely. They range from a high of 1 1/2 years of intensive training of which 6 months at least should be in the United States to a low estimate of intensive 4 months program in-country given by the regional English language specialist of USIS/Kinshasa.

Congolese students seem to have a fairly good base of school English so that the lower of the estimates may be quite realistic. Clearly motivation is the key. The language program should be set up in a way that will challenge the candidate to make a maximum effort to attain the required English proficiency level in-country, in order to increase his eligibility for one of the CHRDP scholarships.

The assurance of a 6-month language program in the U.S. inevitably undermines motivation for such an effort and may, indeed, act as an actual disincentive to improving language competence before leaving.

There is undoubtedly some relation between motivation and progress in language learning. The rate of progress in gaining competency in English at regular or special intensive programs at the local ACC, provides, therefore, some indications of the seriousness of the candidate's commitment and it is not unreasonable to assume that that commitment bodes well for his success in his program of study.

For budgetary purposes only, provisions have been made for English language training on the basis of the most conservative assumptions. It is, however, strongly recommended to publicize and follow a selection policy ranking otherwise qualified students on the basis of their pre-departure TOEFL scores. Quite apart from any financial consideration, a strong case can be made for making the level of competence in English achieved in local courses an important, though not exclusive, criterion in the final selection of candidates.

Economic and Financial Analysis

Handbook 3 (3-20) recognizes that "human infrastructure" projects such as the CHRDP, do not readily lend themselves to much more than descriptive analysis.

A rigorous and meaningful economic analysis could be done for only one of the project elements. The \$280,000 it is proposed to invest in training 4 of CENAGES 40 management specialists to a higher level of professional competence will have a quantifiable return.

As a first approximation, this could be measured by changes in the bottom line of the balance sheets that can be attributed to improved management practices of the project.

Beyond that, it should be possible to attribute part of the changes in the annual balance sheets of those parastatal corporations which the returned graduates serve to the training they will have received under the project. Usually, of course, training activities in and of themselves have little or no direct impact, unless complementary factors of production are available. Management training is an exception, since it may be postulated that the result of improved management is more efficient use of available resources at any given time.

The project design team was not able to obtain any relevant data CENAGES, with World Bank assistance, is now engaged in an analysis of its operations and in the preparation of an economic profile of the State enterprises. The report is expected within the next few months and will provide the economic analysis for a major World Bank loan for restructuring the parastatal corporations. This should provide a basis for an economic analysis of the CHRDP that might be undertaken as part of the evaluation of this project.

For the other project elements there is no valid basis for a quantified approach to a determination of economic returns. However, in the project description the investments proposed are based on a "let cost" strategy; which uses, as organizing principle, the concept of a "critical mass" for all facets of the training program.

C. Social Soundness Analysis

1. Beneficiaries: The benefits of the project accrue most directly to the participants themselves by way of salary increments and the greater satisfaction typically based on increased competence and higher levels of responsibility associated with successful completion of training programs. Beyond this, other beneficiaries are more difficult to define and categorize. Clearly the local institutions involved in developing and providing training programs will be strengthened by that experience and by the technical expertise from abroad that will assist them under the project. The efficiency of organizations to which trainees return is likely to improve. Once these organizations become more efficient, they will better serve the community at large. Except perhaps in the very short run, as a result of temporary dislocations incident on structural reorganization of enterprises, services, there will be no losers.

2. Participation: Eight senior Congolese officials participated in the development of the project concept and in the preparation of this PP. They were members of a committee chaired by a representative of the Ministry of Foreign Affairs and Cooperation, with members also representing the Office of the Prime Minister and the Ministry of Planning. Together with one or more members of this Committee, USAID staff and consultants held long and fruitful working sessions with the Directors and General Directors of all relevant local teaching and research institutions, public and private sector management services, the Directorates responsible for planning, research, training and the administration of scholarships in the Ministries of Planning, Rural Development, Health, and Higher Education, and in the Office of the Prime Minister. The PP preparation team also had extensive interviews with ranking executives of major parastatal and private sector enterprises and with the

D. Administrative and Institutional Analysis

AID: The A.I.D. Liaison Officer (ALO) in the Congo has been responsible for implementing U.S. participant training in the Congo under AMI and AGRAD. The ALO has a locally hired secretary. The USAID training office has been processing PIO/Ps for transmission to AID/W and providing other assistance as required for the Congo training program. The volume of work for USAID will not be significantly increased under this project in terms of processing PIO/Ps, especially since they may all be processed at one time.

The ALO position in Brazzaville is essential to manage the project. There is no alternative arrangement possible. The Embassy and USIS have no one to do it and it is not feasible to manage the project from Zaire. There is no USAID staff available to do so and even if there were, movement between the two countries, given the time and difficulties encountered, is not practical on a frequent basis.

One well-qualified Congolese will be hired to supplement the ALO staff in Brazzaville. This individual will assist the ALO in all aspects of project management and organization.

VII. Conditions and Covenants

There is one condition precedent. Before disbursement begins, the GP will be required to sign a Section 416 Sugar Quota Compensation Agreement which allocates at least \$700,000 in counterpart funds generated from commodity sales to the AID Trust Fund as the GPRC contribution to the project. At present, this agreement is in the final stages of negotiation.

It is USAID's understanding that

- a precedent has been established of recognizing the equivalence of the U.S. Master Degree and the Doctorat du 3^{ème} Cycle. This is the formal practice confirmed by statute in virtually every francophone African country. It provides a basis for the assignment of returning students.

- release time will be granted to candidates selected for English language training; and

- GPRC salaries of trainees will continue to be paid, because no project funds can be used on maintenance allowances for families or for any other expenses not directly related to the training.

Annex B: LogFrame

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Life of Project:
From FY 1987 to FY 1991
Total U.S. Funding 2 million
Date Prepared: 4/15/87

Project Title & Number: Congo Human Resource Development Project (679-0007)

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS	Page
Program or Sector Goal: The broader objective to which this project contributes: (A-1)	Measures of Goal Achievement: (A-2)	(A-3)	Assumptions for achieving goals targets: (A-4)	
To assist the GPRC to achieve better resource allocation and utilization in public and private sector production and services.	Improved institutional performance of public, parastatal and private organizations in planning, administering and managing selected productive activities.	Statistical data, appraisals and evaluations of development programs by the GPRC, and multilateral and bilateral donor organizations and lending institutions.	The GPRC remains committed to continue a pragmatic approach to development and will permit continuation of policies to rationalize the use of human and physical resources to promote economic growth.	

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Name of Project:
From FY 1987 to FY 1
Total U.S. Funding 2
Date Prepared: 1987

Congo Human Resource Development Project (679-0007)

NARRATIVE SUMMARY

Project Purpose: (B-1)

Improve mobilization and management of resources in key sectors of the national economy

OBJECTIVELY VERIFIABLE INDICATORS

Conditions that will indicate purpose has been achieved: End-of-Project status. (B-2)

1. Increased GRPC support for policy shifts toward liberalization and market approaches
2. Incremental improvements in the management of public parastatal and private organizations in key development sectors.
3. Increased private sector participation in agricultural marketing, agribusiness and the provision of health services.
4. Increased volume of agricultural production to market.
5. Increased number of financially viable (self-sustaining) activities in health and agriculture.

MEANS OF VERIFICATION

(B-3)

1. Public policy statements, laws, decrees, ordinances, etc.
2. Increased production and decreased losses as shown by balance sheets of selected parastatal enterprises.
3. Sample surveys, business and trade statistics, company registrations, tax and license data.
4. Sample surveys, data on fertilizer and pesticide imports and manufacture, and on agricultural credit.
5. Sample surveys of private (non-government) construction and operation of rural clinics.
6. Health data on diseases related to nutritional deficiencies and child survival.

IMPORTANCE

Page 1

1. GRPC increasingly tolerant and supportive of privatization of public enterprises and of private sector initiatives
2. Trained staff will return to relevant assignments and will be encouraged to introduce improved practices
3. Broadening access to markets and services will generate relevant demand for production and services.
4. Increased demand will generate increased supplies, income and investments.
5. GRPC will not decrease overall support/expenditures in project sectors, but will refocus them on support to strengthen project stimulated activities, i.e. to increase the efficiency of public expenditures.

**PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK**

Life of Project:
From FY 1987 to FY 1991
Total U.S. Funding 2 million
Date Prepared: 4/15/87

PROJECT TITLE: CHINA HUMAN RESOURCE DEVELOPMENT PROJECT (079-UUU/)

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS
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Project Outputs: (C-1)

The Project provides training in planning, administration and management for staff of public, parastatal and private organizations in the key development sectors, as follows:

- 1. MA level Degrees for a small number of senior staff, areas of agriculture and primary health care.

Short-courses and observation tours principally in Francophone African countries for study of and familiarization with selected development activities and practices; and

Short courses, seminars, and conferences in PRC on specific topics related to the key development sectors.

Quantity of Outputs: (C-2)

14 persons with MA/MS degrees in fields relevant to the resolution of constraints to agricultural production and to provision of health services.

Up to 40 participants in short-courses of 4 to 6 months duration in management and administration of development at francophone institutions outside PRC.

16 in-country short courses, seminars, and conferences for not less than a total of 300 persons.

Study and observation tours for up to 60 participants,

- 1. Project implementation report.
- 2. Progress reports from training institutions.
- 3. Evaluation by training staff.
- 4. CHRQ Quarterly Status Reports.
- 5. AID fiscal data.

Assumptions for achieving outputs: (C-4)

- 1. Qualified candidates can be identified and released for training by their organizations.
- 2. Candidates selected for graduate training will reach the required proficiency in English following in-country study and up to 6 months intensive language training in the U.S.
- 3. Appropriate schools will be able to admit all qualified candidates funded by the project.
- 4. Appropriate curriculums and materials can be designed for in-country training programs.
- 5. AID management will not charge on the CHRQ project budget.

**PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK**

Life of Project:
From FY 1987 to FY 1991
Total U.S. Funding 2 ml
Date Prepared: 4/15/87

Project Title & Number: Congo Human Resource Development Project (679-0007)

Page 4

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Inputs: (D-1)</p> <p>\$2 Million AID grant</p> <p>\$700,000 equivalent local currency contribution by GPRC.</p>	<p>Implementation Target (Type Quantity) (D-2)</p> <p>Budget provisions of:</p> <p>\$ 980,000 for long-term training</p> <p>\$ 745,000 for short-term training activities, principal in francophone Africa and in the PRC.</p> <p>\$ 520,000 for management, incl. evaluation.</p> <p>\$ 455,000 for contingencies and inflation</p> <hr/> <p>\$2,700,000</p>		<p>Assumptions for providing inputs: (D-4)</p> <p>GPRC will make the required 25% contribution to the project and will allocate the amount required to meet project overhead from the Sugar Compensation Fund.</p>

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al. 11.07.87
MINISTRE DES AFFAIRES
ETRANGERES
DE LA COOPERATION

REPUBLIQUE POPULAIRE DU CONGO
Travail -:- Démocratie -:- Paix

SECRETARIAT GENERAL

DIRECT. COOP. BILAT.

DIV. AFF. CUL. SC. & TECH.
N° /ETR - S.G.

N° 3681

Brazzaville, le 17 JUIL 1987

Le Secrétaire Général

A SON EXCELLENCE
MONSIEUR L'AMBASSADEUR
DES ETATS-UNIS D'AMERIQUE
- BRAZZAVILLE -

Excellence Mr. L'Ambassadeur,

Me référant aux conclusions des entretiens entre les représentants du Gouvernement congolais, de l'Ambassade des Etats-Unis et ceux de l'Agence Internationale pour le Développement,

J'ai l'honneur de solliciter une assistance en vue de réaliser les activités prévues dans l'accord relatif à la subvention du projet de développement des ressources humaines au Congo.

J'ose espérer que l'attention particulière que cet accord port à la formation des cadres congolais dans les domaines prioritaires tels que l'Agriculture et la Santé contribuera sans nul doute au développement économique et social de la République Populaire du Congo.

Je suis persuadé que l'étroite collaboration qui s'instaurera entre nos ressortissants congolais et américains dans le cadre de l'application de cet engagement renforcera davantage les liens d'amitié et de coopération qui existent entre nos deux pays.

Par ailleurs, pour ne pas retarder l'exécution du projet, je vous serais très reconnaissant de bien vouloir appliquer provisoirement les dispositions de cet accord en attendant l'échange des instruments de ratification.

Veuillez croire, Excellence Monsieur l'Ambassadeur, à l'assurance

Annex I: Institutions Relevant to CHRDP Implementation

RELEVANT INSTITUTIONS TO CHRDP IMPLEMENTATION

I. Management Training Institutions in PRC

A. Institutions Affiliated with Marien Ngouabi University
(The National University of the PRC).

1. CERPAD (Centre de Recyclage et de Perfectionnement Administratifs) is a functional unit of E.N.A.M. (see below) set up to offer short courses, seminars, workshops, colloquiums, and other special programs in areas and on subjects which are covered in the formal long-term diploma and degree programs of E.N.A.M.

Programs cover such areas as economics and finance, Audit and Accounting, Marketing, Personnel Selection, Development and Administration, Communications, Organization, Social and Economic Planning, Project Design Evaluation.

Courses are developed by E.N.A.M./CERPAD either in response to perceived needs or in response to requests by funding agencies. The purpose of the courses is to provide practical training to upgrade competencies of senior and mid-level officials. A case study method is generally used.

Courses are prepared by E.N.A.M./CERPAD staff supplemented as needed by experts recruited from other institutions in PRC or, if necessary, from abroad.

CERPAD has organized 4 major seminars so far:

- Training of trainers with special emphasis on leadership
- Methods of Administration
- Applied Research Methods
- Health Management focussed on
 - Reorganization of primary health services,
 - Development of position descriptions for the reorganized services and;
 - Developing related training programs.

CERPAD is currently seeking funds for a 4-unite training program in management and Administration, for which a detailed training plan and budget have been prepared. It is to be given in 2 cycles to 50 technical staff promoted to administrative and management positions in technical ministries. This CERPAD proposal is fully compatible with CHRDT objectives and has been included in the training plan for years 1 and 2 of project activities.

CERPAD has limited support facilities of its own, but it does have experience in organizing the logistics of residential seminar meetings.

is the school of Administration of the National University. It is also the parent organization of CERPAD. E.N.A.M. has a permanent full time staff of 27 professionals. There are also 7 Coopérants (FAC-funded technical assistance) and about 120 vacataires (part-time or "on-call" professionals) who participate in the teaching programs on a regular basis or provide specialized expertise when required. In addition, 4 professionals are assigned to CERPAD on a full-time basis. E.N.A.M. maintains close professional linkages with major research and teaching institutions in the fields of Public and Development Administration, e.g. CAFRAD, and the universities of Atlanta and of Pittsburgh through which it can recruit experts as required for its programs.

E.N.A.M. has had preliminary discussions with representatives of the francophone program in Management Development of Atlanta University exploring the possibility of some formal linkage and a joint seminar.

E.N.A.M. has 5 departments

- Public Finance particularly focussed on taxes, budgeting, and customs

- Diplomacy

- Administrative Law

- Social Welfare

- General Administration

The typical program of studies leads to a Bachelor's degree in 3 years after completion of the baccalauréat (13 years of elementary and secondary school).

E.N.A.M. is relevant to CHRDP mainly as the parent organization of CERPAD and source of that Center's professional strength. In that capacity it should be considered the principal PRC institution for all local training in its fields of specialization of senior and mid-level government officials and of qualified private sector staff

3. I.D.R. (Institut pour le Développement Rural) functions as the National College of Agriculture. Located about 15 miles from Brazzaville, it has a permanent full-time faculty of 26 and 12 technical assistants of whom 1 are French, 4 Cuban, and 3 Vietn

- Teaching in 3-year and 5-year programs (post baccalauréat) to the ITA (Senior Technician) and Bachelor degree level respectively, for senior service in the Ministry of Rural Developme

The 5-year degree program gives broad training in agriculture with specialization, except in field work in preparation of a required thesis which takes up most of the 5th year

The 3-year program offers 4 specializations

-- Animal production

-- Crop production

-- Management

-- Forestry

oriented. They provide extensive field work and summer internships both in the traditional and the modern agricultural sector.

The I.D.R. physical facilities appear extremely limited and do not seem to lend themselves readily to the organization of training sessions. Access is via a very bad road; and there are no places to stay or to eat.

It is difficult to evaluate an institution in a single short visit. The staff give the impression of doing wonders with very limited means. The courses seem to be well structured and problem oriented. Although there is a management specialization in the 3-year program, the main strength of the Institution, almost certainly, is in technical agriculture and in direct support of farm production. Where management training under the CHRDP requires agricultural input in programs organized by CERPAD, CENAGES (see below) or CARE/Congo, it is suggested that relevant I.D.R. staff be co-opted for participation in planning and presenting such programs.

4. INSSEJAG. (Institut Supérieur des Sciences Economiques, Judiciaires, Administratives et de Gestion) enrolls approximately 50 percent of the 12,000 students at Marien Ngouabi University. It offers 3-year programs, leading to a degree equivalent to a Bachelor's, in 4 Departments:

- Law
- Economics and Planning
- Public Administration
- Management Science

There is also a 2-year post-baccalaureate program in management leading to certificates in accounting and business management. At various times, the Institute has offered seminars on Management Methods and Techniques in a program of continuing education. In collaboration with the Francophone Management Program of Pittsburgh, it organized a seminar for managers of small and medium size businesses in April/May 1985.

The Institute has an ongoing research interest in agricultural economics and a research team working on problems in health economics.

CERAG (Cellule de Recherche Appliquée à la Gestion), the Research Unit of the Institute is currently studying the economic potential of new investments in agriculture within the context of a broader research effort directed at the identification of economic problems of the agricultural sector.

Development of a program for planners and managers of primary health services is under consideration. A socio-economic study of domestic food supplies for urban centers is in progress. A project to undertake an economic and a financial analysis of the interrelation between agriculture, nutrition and food supply has been approved by the Technical Council of the University.

In discussion with officials of the Institute it became apparent that it will be consistent with CHRDP objectives to participate in the funding of INSSEJAG seminars focused on the CERAG research findings and relating these to practical problems of planning. Two such seminars are included in plans for the first two years of CHRDP activities summarized in Sections III D and E.

INSSEJAG envisages sharing organizational and administrative responsibility for such seminars with E.N.A.M./CERPAD, because of the relevance of their experience with both the substance and the logistics of such seminars.

5. INSSSA. (Institut Supérieur des Sciences de la Santé) is the school of Medicine and Health Services of the National University. It offers major programs of study in:

- Medicine, leading to an MD Degree after 6 years
- Laboratory Technology
- Nursing services, including hospital administration
- Public Health.

The latter 3 programs lead to a Bachelor Degree (license) after 3 years of post-baccalauréat study. In Public Health, the license can be followed with a Master Degree in two further years, and it is planned to eventually award Doctoral Degrees. The curriculum in Public Health is problem oriented and stresses formal courses to practical on the job training in town. An internship of 1 1/2 months is also required.

Neither the medical nor the public health program offers much in the area of management and there is a lack of staff qualified to teach it. INSSSA is looking to the OCEAC school of Public Health to take over all or some of its teaching responsibilities when (if) that school opens in Brazzaville in October 1987, as scheduled.

No firm plans have yet been made on the transfer of these responsibilities. It would seem that INSSSA is fully occupied with its current activities, so that its participation in any special management training programs is likely to be limited to:

- Seconding staff for short periods of time as expert consultants.
- Enrolling members of the staff in CHRDP workshop and seminars.

B. NON-UNIVERSITY GPIC Institutions

1. CENAGES (Centre National de Gestion des Entreprises), attached to the Office of the Prime Minister, was set up in 1979 to provide management consultant services and training to the nearly 100 parastatal corporations.

The Center resulted from the institutionalization of an ILO project started in 1971 to assist the State corporations. Until the beginning of the Program of Structural Adjustment (PAS), there was little incentive for State corporations to function efficiently. Consequently, it was difficult to motivate personnel to improve their management style. The situation is now changing. CENAGES itself is in a process of transformation from a wholly State-funded activity to something akin to a not-for-profit institute responsible for generating the funds required for its operations. Its budget has been cut by two-thirds. CENAGES is very conscious of the need to provide services to its corporate clients that have sufficient pay-off to justify fees.

CENAGES has a good foundation of experience in offering training. It also has developed a quite extensive computerized data base of information on the corporations and industries it must serve and is working with the World Bank in an evaluation of management potential and needs.

CENAGES has professional staff of 40 assisted by a technical advisor from ILO. Ten members of the staff have experience as trainers and all function as management consultants on the basis of their professional specialization which include economics, audit and accounting, financial and personnel management, and general administration.

In line with PAS, State corporations will be under growing pressure to operate efficiently. The demand for CENAGES services is likely to increase and will require higher professional standards of performance (both of trainers and trainees) than were the previous norm. This is why it is important to update and upgrade the skills of the CENAGES staff.

C. Other Government Training Institutions

There are vocational Technical High Schools providing specializations in Public Health, Agriculture, Forestry, Business, and others at a level equivalent to that of the general academic baccalauréat. Graduates are considered to be senior staff and may be charged with administrative and management responsibilities for which they are not adequately prepared in the technical schools. This is equally true for the mid-level technicians who receive their training in vocational schools specializing in agriculture and health at the level of the Brevet d'Etudes (10 years of scolarization). There is, therefore, considerable need for special in-service programs at various levels to train technicians for administrative and management duties they may be required to assume.

D. Private Organization

1. APCA is a broad-gauged French consulting firm with world wide offices, including one in Brazzaville with an expatriate staff of 3.

APCA provides programs at all levels for technical, clerical, commercial, supervisory, and management staff. APCA can also design and administer objective aptitude and performance tests to assist in the selection of candidates for positions or training slots.

APCA has classrooms of its own and considerable experience in the logistics of setting up seminars and short courses.

2. CARE has been working in the Congo, implementing projects in the agriculture and Health/Nutrition sectors, since 1979. CARE has its main office in Brazzaville and three sub-offices (Mossendjo 1981, Sibit 1984, IUTED/Brazzaville 1980) staffed by CARE international staff, CARE national staff as well as Congolese cadre seconded to the various projects.

The Brazzaville office, which is the center for all administrative and program support for project activities, has seven International and 20 national staff. International positions consist of a Director, Assistant Director, Administration/Finance Coordinator, Accounting Director in charge of a fully computerized accounting department, a Logistics Coordinator responsible for Procurement and Vehicle Maintenance as well as two Project Coordinators providing direct project backstopping. Key National staff include a former Ministry of Agriculture official responsible for all GPRC

son as well as technical support of all agriculture sector programming and Administrative Officer who handles all administrative matters with the Congolese Immigration, Foreign Affairs, Customs Ministries. Various other support staff include secretaries, clerks and drivers.

The CARE Director and his assistant have a total of 19 years experience in managing overseas development programming for CARE and have been in the Congo for a combined period of seven years. All other International staff, excepting the Accounting Officer on local contract, have been approved by USAID in conjunction with previous AID funded projects in agriculture and health/nutrition. The skill level of these individuals includes Medical Doctors, agronomists, nutritionists, mechanics and administrators. As an example, the Administration/Finance Coordinator has over 22 years experience in Africa working for UNDP, CIDA, IBRD, and CARE. All staff, International as well as National, have had extensive overseas experience in training and Human resources.

Given CARE's excellent relationship with the GPRC, based mainly on the successful implementation of previous USAID-supported projects, and CARE's experienced and multifaceted staff, management of the local and 3rd country training components of the project are well within their competence.

3. U.N.O.C. (Union Nationale des Opérateurs Economiques Congolais) is an Employers Association exclusively for Congolese entrepreneurs. It rivals UNICONGO, the long established employers syndicate which French and other foreign companies seem to dominate. U.N.O.C. comprises 12 sections including: Industry, Building and Public Works, Trade and Services, agriculture, livestock, Forestry and Fisheries, Transport, and skilled trades. It claims a nationwide organization with offices in every region and principal city of the country.

U.N.O.C. represents its members interests in relation to Government, the party, trade unions and International Organizations. It recognizes the importance of both management and skill training for its members. It is therefore interested in participating in relevant activities that might be initiated under CHRDP and should be encouraged to serve as the project's link to the private sector.

E. Other Institutions in PRC

1. OCEAC (Organisation Communautaire des Etats de l'Afrique

1. Credit institutions serving agriculture and small and medium industrial and commercial enterprises receive some technical assistance respectively from G+2 and the FED. Through these recently established banks some hands-on management guidance may be provided.

II. Training Institutions Out

A. In Francophone Africa

The best source of information on these institutions is the Directory of Francophone Training Institutions in Africa, prepared by Creative Associates, Inc. for the Office of Sahel and West Africa, Bureau of Africa, U.S. Agency for International Development, Washington, D.C., 1981

A copy is available at the AID liaison office in Brazzaville.

Information in this field changes rapidly. It should, therefore, be checked through the AID Regional Office in Abidjan or through the country missions.

The institutions that seem especially appropriate for training programs under CHRDP include:

CAFRA* (Centre Africain de Formation et de Recherche et Administration pour le Développement), Tangiers, Morocco.

- CAMPC (Centre Africain et Mauricien pour le Perfectionnement des Cadres), Abidjan, Ivory Coast

Senegal
CESAG* (Centre Africain d'Etudes Supérieures en Gestion), Dakar,

CESEAD (Centre d'Etudes Economiques et Sociales de l'Afrique de l'Ouest), Bobo Dioulasso, Burkina Faso.

Coast.
CIGE (Centre Ivoirien de Gestion des Entreprises) Abidjan, Ivory

- CEPETEDE (Centre de Perfectionnement aux Techniques de Développement), Kinshasa, Zaire

OCEAC (Organisation Communautaire des Etats de l'Afrique de l'Ouest) Public Health School, due to open in Brazzaville, October

In the United States:

1. Universities: There are, of course, many qualified institutions. An illustrative list would include:

- Pennsylvania State University (State College, PA) which has an ongoing interest in the PRC and has discussed its management training programs both with Congolese institutions and the American Embassy in Brazzaville.

- The University of Arizona (Tucson, AZ) which has had long experience with graduate students from Francophone Africa, including the PRC and has strong

- Florida State University (Tallahassee, FL) which offers a Master level program in Development Education for students from developing countries that conceptually is very similar to the management training program proposed in the CHRDP Project.

Others that come to mind, because of the range of their programs and overseas experience are:

Michigan State University (East Lansing,
Cornell University (Ithaca, NY), and
the University of California (DAVIS, CA)

- Atlanta University which has already defined selected common interests with E.N.A.M. and INSSEJAG and offers management programs in French.

University of Pittsburgh (PA), on which the Atlanta University program is modelled.

- Thunderbird Graduate School for International Management (Phoenix) association with the school of Public Health of the State University of Arizona (TEMPE, AZ).

- San Diego State University with strong programs in Business and Health Administration and excellent contacts with the Agro-industrial community in California

- Stanford University for a combined program of its school of Business Administration and its Food Research Institute. Stanford has a long-standing commitment to a broad range of African studies. The International Development Education Center of its School of Education pioneered the instruction mode proposed in this Project Paper, with separate special programs for groups of planners from Southeast Asia, Latin America, and Africa.

Others

I.E.S.C. (International Executive Service Corps) is a PVO of retired senior industry and business executives. It provides at only nominal cost high level practical professional expertise to government and especially to private enterprises in developing countries. It would be an excellent source for recruiting experts to provide "hands-on" training.

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SUBJECT: USAID ZAIRE'S FY 91 COUNTRY TRAINING PLAN
(CTP) FOR HUMAN RESOURCES DEVELOPMENT ASSISTANCE (HRDA)
698-0463.60

1. USAID ZAIRE PROPOSES TO USE USD 1,900,000 OF ITS FY 1991 OYP TO PARTICIPATE IN THE HUMAN RESOURCES DEVELOPMENT ASSISTANCE (HRDA) PROJECT. USAID'S OVERALL HUMAN RESOURCES DEVELOPMENT GOAL AS STATED IN THE FIVE-YEAR CTP OF DECEMBER 1987 IS QUOTE TO STRENGTHEN KEY ZAIRIAN INSTITUTIONS AND THEREBY ASSURE THE SUSTAINABILITY OF USAID COUNTRY DEVELOPMENT ACTIVITIES AND POLICY REFORM THROUGH THE DEVELOPMENT OF A CRITICAL MASS OF TRAINED HUMAN RESOURCES AT BOTH THE POLICY LEVEL (NATIONAL INSTITUTIONS) AND THE IMPLEMENTATION LEVEL (LOCAL INSTITUTIONS) IN THE PUBLIC, PARASTATAL, AND PRIVATE SECTORS UNQUOTE.

2. THERE ARE FOUR MAJOR OBJECTIVES THAT STEM FROM THE ABOVE STATED GOAL. THEY ARE QUOTE 1. TO DEVELOP HUMAN RESOURCES NECESSARY TO STRENGTHEN CENTRAL GOVERNMENT CAPACITY FOR DATA COLLECTION AND ANALYSIS, POLICY FORMULATION AND PLANNING, AS WELL AS FOR EFFECTIVE MANAGEMENT, INCLUDING ESTABLISHING PRIORITIES AND IMPLEMENTING, MONITORING, AND EVALUATING ACTIVITIES IN AREAS CRUCIAL TO THE SUCCESS OF USAID'S DEVELOPMENT PROGRAM; 2. TO DEVELOP HUMAN RESOURCES WITH THE CAPACITY TO SUPPORT AND SUSTAIN A LIBERALIZATION OF THE ECONOMY AND THE DEVELOPMENT OF THE PRIVATE SECTOR THROUGH THE PROMOTION OF SMALL AND MEDIUM ENTERPRISES; 3. TO DEVELOP HUMAN RESOURCES ESSENTIAL TO A REORGANIZED AND REVITALIZED AGRICULTURAL AND NATURAL RESOURCES RESEARCH EFFORT AND THE EXPANSION OF FOOD PRODUCTION MARKETING LEADING TO INCREASED INCOME FOR SMALL FARMERS IN SELECTED REGIONS;

AND 4. TO DEVELOP HUMAN RESOURCES WITH A VIEW TO A STRENGTHENED AND SELF-SUSTAINING RURAL SERVICES DELIVERY NETWORK FOR PREVENTIVE HEALTH CARE, NUTRITION AND FAMILY

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PLANNING CHANNLED THROUGH PRIVATE SECTOR AND PRIVATE VOLUNTARY ORGANIZATIONS UNQUOTE.

3. OBJECTIVES 1, 3, AND 4 ARE BEING MET UNDER SEVERAL BI-LATERAL PROJECTS. THEREFORE THE PROPOSED PUBLIC AND PRIVATE SECTOR ACTIVITIES IN THE HRDA CTP ARE FOR THE MOST PART TARGETTED TO OBJECTIVE NUMBER 2 WHICH AIMS TO SUPPORT ECONOMIC LIBERALIZATION AND THE PROMOTION OF SMES. THE CTP HAS A BUILT-IN FLEXIBILITY TO MEET SPECIFIC REQUESTS FROM THE GOVERNMENT OF ZAIRE OR TO MEET SPECIFIC TRAINING OPPORTUNITIES THAT ARE NOT KNOWN TO THE MISSION AT THE BEGINNING OF A GIVEN FY.

4. AS IN PAST YEARS, THE MISSION INTENDS TO CONTINUE ITS FOCUS ON TARGETS OF OPPORTUNITY FOR TRAINING, WITH THE GUIDELINES OF THE HRDA PROJECT PAPER. THE MISSION TARGETS 50 PERCENT OF THE TRAINING FOR INSTITUTIONS FROM THE PRIVATE SECTOR OR GOVERNMENT INSTITUTIONS WHOSE WORK STRENGTHENS THE DEVELOPMENT OF THE PRIVATE SECTOR. 35 PERCENT OF ALL PARTICIPANTS WILL BE WOMEN. U.S. LONG-TERM TRAINING WILL BE PROVIDED ON AN EXCEPTIONAL BASIS; UP TO FIVE PERSONS SELECTED THROUGH THE ATLAS PROJECT BUT NOT PLACED WILL BE FUNDED FOR MASTER'S DEGREES ONLY THROUGH HRDA. FOUR PERSONS WILL BE CO-SPONSORED WITH ZAIRIAN INSTITUTIONS TO ATTEND THE ARTHUR D. LITTLE M.S. PROGRAM IN MANAGEMENT BEGINNING JULY 1992. HRDA WILL FUND THE ENGLISH LANGUAGE TRAINING (ELT) FOR UP TO NINE MONTHS IN ZAIRE FOR THE ATLAS AND HRDA-FUNDED LONG-TERM PARTICIPANTS.

5. THE MISSION WILL TAKE A NEW LOOK AT THIRD COUNTRY LONG-TERM TRAINING FOR ZAIRIANS, ESPECIALLY IN LIGHT OF THE OPPORTUNITIES RECENTLY ANNOUNCED IN AFRICA: THE FRANCOPHONE UNIVERSITY LEOPOLD SENGHOR IN ALEXANDRIA, EGYPT, THE UNIVERSITY OF DSCHANG IN CAMEROON, AND THE UNIVERSITY OF ARIJAN WHICH OFFERS A VERY CREDITABLE MASTER'S DEGREE IN AGRICULTURAL ECONOMICS. ONE PARTICIPANT IN AGRICULTURAL SCIENCES WILL BE SENT TO THE AGRONOMY AND VETERINARY INSTITUTE HASSAN II IN RABAT, MOROCCO.

6. U.S. SHORT-TERM TRAINING WILL FOCUS ON MANAGEMENT TRAINING IN A FRANCOPHONE SETTING. THE UNIVERSITY OF PITTSBURGH, CLARK-ATLANTA UNIVERSITY, AMI-IMPACT IN ATLANTA, BOSTON UNIVERSITY OF MANAGEMENT SCIENCES FOR HEALTH (HEALTH ADMINISTRATION) WILL BE USED FOR SHORT-TERM TRAINING IN MANAGEMENT. U.S. SHORT-TERM TRAINING WILL ALSO INCLUDE INTERNSHIPS OF ABOUT 6 MONTHS FOR ZAIRIAN BANK EMPLOYEES. THE INTERNSHIPS SHOULD BE

IN ONE OF THE FEDERAL RESERVE BANKS IN THE U.S. THIS WILL BE COORDINATED WITH THE MISSION PRIVATE SECTOR ADVISOR AS PART OF FINANCIAL AND BANKING SECTOR REFORM ELEMENTS OF THE MISSION'S PRIVATE SECTOR SUPPORT PROJECT

7. IN SUPPORT OF DEMOCRATIZATION INITIATIVES THROUGHOUT AFRICA USAID WILL FUND 7 PARTICIPANTS IN ONE OR TWO OBSERVATION TOURS IN THE U.S. TO PARTICIPATE IN PROGRAM COVERING U.S. GOVERNMENT, GOVERNANCE, ELECTIONS AND DECENTRALIZATION.

8. SHORT-TERM TRAINING IN OTHER AFRICAN COUNTRIES WILL INCLUDE SENDING UP TO FIFTEEN PEOPLE TO HRDA REGIONAL WORKSHOPS AND CONFERENCES.

9. IN-COUNTRY TRAINING WILL TAKE A DIFFERENT TRACK BECAUSE THE MISSION CAN NO LONGER TRANSFER APPROPRIATED DOLLARS DIRECTLY TO ANY ZAIRIAN GOVERNMENT ENTITY AND COUNTERPART FUNDS ARE NO LONGER AVAILABLE. THIS PRECLUDES WORKING WITH THE ZAIRIAN OFFICE RESPONSIBLE FOR THE PROMOTION OF SMES (OPEZ) AS USAID HAS SUCCESSFULLY DONE IN THE PAST. HOWEVER, IF THE OPEZ EXPERIMENT IN THE AREA OF ASSISTANCE TO WOMEN MICRO-ENTREPRENEURS PROVES SUCCESSFUL (AS DETERMINED BY MONITORING OF THE PARTICIPANTS AND AN EVALUATION), THE MISSION WILL TRY TO CONTINUE THIS TYPE OF ACTIVITY BY REDESIGNING IT TO USE A PRIVATE TRAINING COMPANY OR BUSINESS SUPPORT ORGANIZATION WHICH IS NOT GOVERNMENTAL. A SECOND IN-COUNTRY TRAINING PROGRAM WILL DEAL WITH TRAINING OF TRAINERS FOR PRIVATE SECTOR FIRMS AND PARASTATAL TRAINING CENTERS, AND WILL OPEN THE POSSIBILITY OF OTHER IN-COUNTRY WORKSHOPS OR SEMINARS TO BE DETERMINED BY THE NEEDS OF THE MISSION, AS WELL AS BY THE RESULTS OF THE MISSION-WIDE TRAINING EVALUATION PLANNED FOR MARCH 1991.

10. THE MISSION WILL PLAN TO PROVIDE TECHNICAL ASSISTANCE FOR SMALL AND MEDIUM ENTERPRISES, TWO CONSULTANTS FOR A TOTAL OF FOUR MONTHS TO BE USED FOR ADVISORY SERVICES IN MANAGEMENT AND PRODUCTION.

THIS ALSO WILL BE WORKED OUT WITH THE PRIVATE SECTOR ADVISOR IN THE MISSION, BUT MAY BE PROCURED FROM THE INTERNATIONAL EXECUTIVE CORPS (IFEC) OR OTHER SUCH AGENCY WHICH CAN PROCURE SENIOR BUSINESSPEOPLE WITH FRENCH LANGUAGE SKILLS FOR TWO MONTHS AT A TIME.

11. THIS PLAN INCLUDES SOME FOLLOW-UP ACTIVITIES FOR FORMER AND RETURNED PARTICIPANTS. THE MISSION IN CONJUNCTION WITH ZALI CAN OFFER FREE OR SUBSIDIZED REFRESHER COURSES FOR RETURNED PARTICIPANTS WHO ARE INTERESTED.

12. PROJECT MANAGEMENT REQUIREMENTS WILL ALSO BE INCLUDED IN THIS YEAR'S CTP.

13. THE FY 1991 COUNTRY TRAINING PLAN IS BROKEN DOWN BELOW BY TYPE OF TRAINING AND FUNDING

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TYPE OF TRAINING	FUNDING USD
U.S. LONG-TERM TRAINING FOR ATLAS PARTICIPANTS NOT PLACED 4 PERSONS USD 60,000 EACH AVERAGE	USD 240,000
U.S. LONG-TERM TRAINING IN MANAGEMENT AT A.D.LITTLE 4 PERSONS USD 30,000 AVERAGE (CO-FINANCING)	USD 120,000
THIRD-COUNTRY LONG-TERM TRAINING, 4 PERSONS USD 35,000 EACH AVERAGE	USD 140,000
PROGRAM EXTENSIONS FOR PARTICIPANTS IN TRAINING	USD 82,000
U.S. SHORT-TERM TRAINING 37 PERSONS IN FRANCOPHONE MANAGEMENT COURSES USD 13,000 EACH	USD 455,000
	FUNDING

U.S. INTERSHIPS IN BANKS 2 PERSONS FROM THE CENTRAL BANK USD 20,000 AVERAGE EACH	USD	40,000
U.S. PROGRAM IN WORLD BANKING AND FINANCE AT ECONOMICS INSTITUTE 2 PERSONS USD 13,000 AVERAGE	USD	26,000
U.S. OBSERVATION TOURS FOR 17 PERSONS IN THE ENTREPRENEUR INTERNATIONAL PROGRAM USD 6,000 EACH AVERAGE	USD	102,000
U.S. OBSERVATION TOURS FOR 7 PARTICIPANTS IN DEMOCRATIZATIO AND DECENTRALIZATION USD 12,000 EACH AVERAGE	USD	84,000
THIRD COUNTRY SHORT-TERM 15 PERSONS TO HRDA REGION WORKSHOPS AND SEMINARS USD 5,000 EACH AVERAGE	USD	75,000
IN-COUNTRY TRAINING ADVISORY SERVICES FOR SME 2 PEOPLE, 4 MONTHS	USD	60,000
IN-COUNTRY ENTREPRENEURIA DEVELOPMENT FOR WOMEN MICRO-ENTREPRENEURS BY LOCAL TRAINING FIRM 30 PERSONS	USD	25,000
IN-COUNTRY WORKSHOP FOR TRAINING OF TRAINERS BY LOCAL TRAINING FIRM 30 PERSONS	USD	25,000
IN-COUNTRY INTENSIVE ENGLISH LANGUAGE PROGRAM FOR HRDA AND ATLAS PARTICIPANTS	USD	50,000
TYPE OF TRAINING	FIN	
IN-COUNTRY COSTS FOR LOCAL TRAVEL, MEDICAL EXAMINATIONS FOR PARTICIPANTS, IN-COUNTRY PER DIEM, TRANSLATION SERVICES AUDIO-VISUAL SUPPORT FOR TRAIN AWARD CEREMONIES, FOLLOW-UP ACTIVITIES AND EVALUATIONS	USD	95,000
PSC PROJECT MANAGER INCLUDING LOCAL SUPPORT COSTS	USD	95,000

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	USD	36,000
CONTINGENCY	USD	50,000
TOTAL FY 91 BUDGET	USD	100,000

14. USAID APPRECIATES BESS MACDAVID'S ASSISTANCE IN THE ELABORATION OF THIS CTP. USAID LOOKS FORWARD TO A SUCCESSFUL PRDA IMPLEMENTATION FOR 1991, AND WILL ATTEMPT TO STRENGTHEN LOCAL ORGANIZATIONS AND ALUMNI PROFESSIONAL NETWORKS TO MAXIMIZE IMPACT OF US FUNDS SET ASIDE FOR HUMAN RESOURCES DEVELOPMENT. PLEASE PROVIDE AID/ APPROVAL OF CTP FOR 1991 ASAP. MISSION IS MEETING OBLIGATION FEBRUARY 1991. BAAS

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