

PD-ANY-290

10W 57785

Embassy of the United States of America



USAID/Senegal
BP 49, Dakar
Senegal

September 12, 1988

Mr. Howard Elliott
Deputy Director
Research and Training
ISNAR
P.O. Box 93375
2509 AJ The Hague
Netherlands

Subject: Grant No. 685-0957-G-00-8272-00

Dear Mr. Elliott,

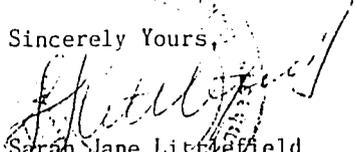
Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (herein after referred to as "A.I.D." or "Grantor") hereby grants to the International Service for National Agricultural Research (hereby referred to as "ISNAR" or "Grantee"), the sum of \$100,385 to provide support for a program in the Republic of Senegal as described in the Schedule of this grant and the Attachment 2, entitled "Program Description".

This Grant is effective and obligation is made as of the date of this letter and shall apply to commitments made by the Grantee in furtherance of program objectives during the period beginning with the effective date and ending eighteen (18) months from the effective date.

This grant is made to ISNAR on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1, entitled the Schedule, Attachment 2, entitled "Program Description", Attachment 3, entitled "Standard Provisions", and Attachment 4, entitled "Optional Standard Provisions", which have been agreed to by your organization.

Please sign the original and seven (7) copies of this letter to acknowledge your receipt of the grant, and return the original and six (6) copies to USAID/Senegal.

Sincerely Yours,


Sarah Jane Littlefield
Director American

Attachments:

1. Schedule
2. Program Description
3. Mandatory Provisions
4. Optional Standard Provisions

ACKNOWLEDGED:

ISNAR



By : Howard Elliot

Title: ISNAR Deputy Director

Date : September 12, 1988

FISCAL DATA

Allocation:

Appropriation:	72-11X1012
Budget Plan Code:	GSHX-84-21685-KG13
PIO/T No.:	685-0957-3-40184
Project No.:	685-0957
Total Estimated Amount:	\$100,385.00
Total Obligated Amount:	\$100,385.00
DUNS No.:	N/A
IRS Employer Identification Number:	N/A
Funding Source:	Senegal Ag Research II
Technical Office:	USAID/Senegal

ATTACHMENT 1SCHEDULEA. Purpose of Grant

The purpose of this Grant is to provide support for the Institut Senegalais de Recherche Agricole (ISRA), as more specifically described in Attachment 2 to this Grant entitled "Program Description".

B. Period of Grant

1. The effective date of this Grant is the date of the cover letter. The expiration date of this Grant is eighteen (18) months after the effective date.
2. Funds obligated hereunder are available for program expenditures for the estimated period of 18 months as shown in the Grant budget below.

C. Amount of Grant and Payment

1. A.I.D. hereby obligates the amount of \$100,385 for purposes of this Grant.
2. Payment shall be made to the Grantee in accordance with procedures set forth in Attachment 3, Standard Provisions for Non-U.S., Non Governmental Grantee, entitled "Payment - Reimbursement".

ATTACHMENT 1 Page 2

D. Financial Plan

The following is the Grant Budget, including local cost financing items. Revisions to this budget shall be made in accordance with Standard Provisions of this Grant, entitled "Revision of Grant Budget."

<u>FINANCIAL PLAN</u>			
Cost Element	Phase 1	Phase 2	Total
1. Personnel Costs			
ISNAR Project Manager	9,625	17,325	26,950
Advisory Consultant	10,500	12,250	22,750
Research Assistant/Secretarial	<u>1,500</u>	<u>2,000</u>	<u>3,500</u>
Subtotal	<u>21,625</u>	<u>31,575</u>	<u>53,200</u>
2. International travel costs			
ISNAR Project Manager	5,000	5,000	10,000
Advisory Consultant	<u>5,700</u>	<u>5,700</u>	<u>11,400</u>
Subtotal	<u>10,700</u>	<u>10,700</u>	<u>21,400</u>
3. Accomodation and Subsistence			
ISNAR project Manager	3,045	5,075	8,120
Advisory Consultant	<u>4,935</u>	<u>5,950</u>	<u>10,885</u>
Subtotal	<u>7,980</u>	<u>11,025</u>	<u>19,005</u>
4. Translation Costs			
	250	1,750	2,000
5. Contingency (5%)			
	<u>2,028</u>	<u>2,752</u>	<u>4,780</u>
TOTAL	<u>42,583</u>	<u>57,802</u>	<u>100,385</u>

E. Reporting and Evaluation

1. Narrative reports will be provided as follows:

1. Upon Completion of Phase 1 (six months after signature of grant).
2. At mid Phase 2 (12 months after signature of Grant).
3. At completion of Grant.

In addition ISNAR will prepare a final report summarizing the work carried out and providing recommendations for future action. This final report is due no later than thirty days (30) after completion date of the Grant. These reports will be submitted to A.I.D. in English (10) copies) and in French (10) copies. ISNAR will also submit to the USAID Project Officer ten (10) copies in English of all substantive reports made to ISRA during the Grant period.

2. ISNAR will submit requests for payment and expense reports to USAID/Senegal on a quarterly basis.

F. Standard Provisions

1. The Mandatory Standard provisions for Non-U.S., Non-Governmental Grantees (attached as Attachment 3) constitute the Standard Provisions of this Grant.
2. The Optional Standard Provisions as made applicable to this Grant, are set forth in Attachment 4.

G. Special Provisions

1. ISRA agrees to provide logistical support to ISNAR in terms of office space and equipment; secretarial/Administrative support; and transportation within Senegal. No buildings or commodities will be financed as part of the Grant.
2. The AID liaison official is Mr. Wayne Nilsestuen, ADO, or his designee(s).
3. Local cost financing is allowed to cover accomodation and subsistence costs incurred by ISNAR consultants, totalling approximately \$20,000.
4. Cost Sharing - The Grantee's contribution to the Program is estimated to be \$15,890.00 and may be made in kind.
5. In accordance with provisions of the Grant Agreement for the Senegal A. Research II Project (685-0957), between the Government of Senegal and the United States Government. Pursuant to the terms of the Agreement for Economic, Financial, Technical and Related Assistance between the Republic of Senegal and the United States of America, dated May 13, 1961 the Project Grant Agreement dated August 31, 1984, for the Senegal Agricultural Research II project, the Grantee and its personnel who will participate in the Grant Program, will be accorded the tax exonerations provided for in those agreements. The Grantee agrees that it will cooperate with the Grant Office in the administration of this provisions.

H. Indirect Cost Rate

The senior staff cost applied to this Grant includes base salary, pension, health insurance and applicable cost of leaving and housing allowances. No overhead is applied separately.

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I. Title to Property

Refer to Standard Provision number 20 entitled "Title to and Care of Property (Cooperating Country Title).

J. Authorized Geographic Code

Refer to Attachment 4, Optional Standard Provisions numbers 5 and 6, entitled "Procurement of Goods and Services, and AID Eligibility Rules for Goods and Services.

ATTACHMENT 2

PROGRAM DESCRIPTIONI. Introduction

The International Service for National Agricultural Research (ISNAR) has a global mandate to help strengthen the planning, organization, and management of national agricultural research systems in developing countries. In accordance with this mandate, ISNAR has responded positively to requests by the Government of Senegal to provide assistance to the Institut Senegalais de Recherches Agricoles (ISRA) in the Ministry of Rural Development. This assistance has been principally in two main areas namely, research planning and programming and human resources development and management.

With regard to human resources issues, a three person team from ISNAR visited ISRA in December 1987. Their report, "Developpement et Gestion des Ressources Humaines à l'Institut Senegalais de Recherches Agricoles Une Etude Preliminaire" analyzed human resource policies and practices in the following key areas: recruitment and development, training and staff development, individual performance appraisal, and grade and reward structures. In its wide ranging recommendations, the report identified the last two areas as having particular serious negative impacts on the motivation and overall utilization of research professionals and their support staff in ISRA. Meritocratic performance criteria as a basis for career advancement opportunities are totally inadequate at present. Almost all agricultural researchers regardless of their qualifications and experience, are confined to just one grade (EPIC* grade 6) with an overall top-bottom salary differential of a mere 20 percent. Furthermore, in real terms, the value of salaries has decreased markedly during the last decade.

*ISRA has the legal status of an Etablissement Public à Caractère Industriel and Commercial (EPIC)

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ISRA is at a critical phase in its institutional development. ISRA's main objective during the last decade has been to develop the human and physical capacities to generate and adapt viable new agricultural technologies that are urgently required in Senegal (in particular, by small, resource poor farmers). Consequently, with very considerable support from aid donors, major resource commitments have been made to comprehensive training programs (especially for researchers undertaking specialized postgraduate degree training at overseas universities) and investments in physical infrastructure. Now that ISRA has a relatively well trained cadre of researchers, it is absolutely critical that they are effectively and efficiently utilized. It is precisely for this reason that human resources planning and management (HRPM) has been explicitly accorded highest priority by ISRA management in its institution building strategy for the next five years.

Unless significant and immediate improvements in HRPM are made, national agricultural researchers and their support personnel will continue to be severely underutilized or, worse still, be lost to ISRA altogether as a result of persistently high levels of staff attrition. The ISNAR report identifies the first HRPM priority setting area to the introduction of new grade and reward structures coupled with rigorous performance appraisal systems in order to ensure that researchers and senior support staff are sufficiently well motivated to produce high quality, relevant agricultural research. Other aspects of HRPM which must also be tackled are the need for detailed and comprehensive task analysis of all jobs in ISRA and the formulation and implementation of new recruitment and training policies and procedures.

ISRA management fully endorses the analysis and recommendations contained in the ISNAR report. They are confident that significant improvements in HRPM can be effected in the near future once detailed, operational policies and procedures have been formulated. ISRA management has therefore requested further assistance from ISNAR in the area of HRPM. After careful

consideration, ISNAR management has concluded that there is considerable scope for improving HRPM in ISRA and that ISNAR is prepared to support this effort in an appropriate manner. However, given the scale of the proposed program of assistance, ISNAR is no longer able to finance this from its own core budget. It is for this reason, therefore, that ISRA and ISNAR are seeking a grant from USAID to facilitate this activity.

II. Project Objectives

The project will provide specialized expert assistance by ISNAR staff members and consultants to ISRA management in the overall domain of HRPM. More specifically, ISNAR will assist ISRA over an 18 month period to:

- (1) Formulate well conceived and realistic policies and operational procedures in the areas of recruitment, staff development, performance appraisal, grade and reward structures and personnel utilization. The main target groups of personnel will, at the request of ISRA, be professional researchers, managers, and senior and technical and administrative support staff.
- (2) Help ISRA management implement these new policies and procedures in an effective, expeditious manner.

The first, six month phase of the project will give priority attention to the formulation of new career grade and reward structures and individual performance appraisal systems. The proposed grade structure outlined in the ISNAR report will be further elaborated. The overall objective will be to design simple, cost effective grade and reward structures which allow regular advancement with sufficiently attractive financial rewards. The performance appraisal system will complement the proposed grade and reward structures. Alternative grade and reward structures will be carefully costed.

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The second 12 months phase of the project will comprise of four distinct sets of activities:

- (1) The formation of recruitment and staff development policies and operational procedures. The ISNAR report makes a series of recommendations which collectively, are intended to improve significantly ISRA's capacity to recruit and train its personnel. For example, ISRA mananagement recognises that inexperienced researchers need to complete a period of professional orientation (or apprenticeship) at the start of their careers at ISRA. The project period will therefore assist ISRA in developing detailed guidelines for this period of apprenticeship. Similarly, it is important that ISRA establishes more rigorous and systematic selection and recruitment policies and procedures.
- (2) Analyze the utilization of personnel in ISRA, particularly in relation to research program objectives and the present and likely future availability of physical and financial resources. Detailed task analysis of professional, sub-professional and unskilled job positions will enable ISRA to rationalize its utilization of personnel and thereby provide the basis for meaningful human resources planning including training needs evaluation.
- (3) Monitor the evaluation of the new grade and reward structures and performance appraisal schemes for senior ISRA personnel.
- (4) Develop a comprehensive human resources management information system which can be used for both planning and administrative purposes.

III. Project Activities

The main project activities and their sequencing over an eighteen month period will be as follows:

<u>Month</u>	<u>Activity</u>
<u>Phase 1</u>	
1	Familiarization and work planning mission to Senegal by advisory consultant.
2-3	Refinement of proposed grade structure with job descriptions and promotion criteria; elaboration of corresponding salary scales and non-salary benefits; costing of new reward structures; development of annual individual performance review procedures including rating and review forms; performance criteria and assessment procedures for grade advancement.
4	Visit by project manager and advisory consultant to Senegal to finalize proposed policies and procedures with senior ISRA management.
5-6	On-going advice to ISRA management as they negotiate with the appropriate government bodies the proposed changes to HRPD policies and procedures.
<u>Phase 2</u>	
7-12	Comprehensive task analysis of main professional scientific and technical and administrative support jobs in ISRA and the subsequent elaboration of optimal skill and job requirements for major research activities.
7-18	Development of a human resources information system for ISRA.
13-15	Detailed assessment of formal and on the job training requirements of ISRA personnel, and in particular, the design of a professional apprenticeship program for researchers.
16-18	Formulation of operational recruitment policies and procedures for ISRA personnel.

IV. Project Inputs, Financial Costs and Reporting

The project manager will be Dr. Paul Bennell, an ISNAR staff member with special responsibility for HRP in agricultural research systems. He will be assisted by an advisory consultant with considerable management experience of HRP in francophone African countries. The person month inputs of these individuals for each of the project's main activity areas is shown below:

Table 1: Person month inputs by main activity

	Project Manager	Advisory Consultant	Total
Phase 1			
Familiarization visit	-	0.25	0.25
Performance appraisal schemes; grade and reward structures	0.75	0.75	1.5
Feedback visit, report finalization and follow up	0.5	0.5	1.0
Subtotal	<u>1.25</u>	<u>1.5</u>	<u>2.75</u>
Phase 2			
Human resources information system	0.5	0.25	0.75
Task analysis	1.0	1.0	2.0
Training and recruitment policies procedures	0.75	0.5	1.25
Subtotal	<u>2.25</u>	<u>1.75</u>	<u>4.0</u>
TOTAL	3.5	3.25	6.75

Total project expenditure is budgeted at US\$ 100,385. The project budget disaggregated by major expenditure line items is presented in Table 3. Resources to be provided by ISNAR are indicated in Table 4.

ISRA will provide all necessary office facilities for the ISNAR project manager and consultants while they are working in Senegal. This includes office accommodation, secretarial support and related office costs (postage, telephone, etc.). No buildings or commodities of any description will be provided as part of the project.

The project funds will be administered by ISNAR, with final accounting by ISNAR. Narrative and expense reports will be provided in French and English by ISNAR to AID with copies to ISRA upon completion of phase 1, mid phase 2 and upon completion of the project. A report to the Director General of ISRA with copies to AID will also be prepared and published by ISNAR upon completion of the project. Requests for payment and expense reports will be submitted to USAID/Senegal on a quarterly basis.

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Table 2: Person month inputs by location of work

	<u>Phase 1</u>		<u>Phase 2</u>	
	Dakar	ISNAR Hq.	Dakar	ISNAR Hq.
Project Manager	0.75	0.5	1.25	1.0
Advisory Consultant	0.75	0.75	1.0	0.75

Table 3: ISRA/ISNAR human resources management project budget

	Phase 1	Phase 2	Total
1. Personnel Costs			
ISNAR Project Manager	9,625	17,325	26,950
Advisory Consultant	10,500	12,250	22,750
Research Assistant/Secretarial	<u>1,500</u>	<u>2,000</u>	<u>3,500</u>
Subtotal	<u>21,625</u>	<u>31,575</u>	<u>53,200</u>
2. International travel costs			
ISNAR Project Manager	5,000	5,000	10,000
Advisory Consultant	<u>5,700</u>	<u>5,700</u>	<u>11,400</u>
Subtotal	<u>10,700</u>	<u>10,700</u>	<u>21,400</u>
3. Accomodation and Subsistence			
ISNAR project Manager	3,045	5,075	8,120
Advisory Consultant	<u>4,935</u>	<u>5,950</u>	<u>10,885</u>
Subtotal	<u>7,980</u>	<u>11,025</u>	<u>19,005</u>
4. Translation Costs	250	1,750	2,000
5. Contingency (5%)	<u>2,028</u>	<u>2,752</u>	<u>4,780</u>
TOTAL	42,583	57,802	100,385

Notes for Table 3: Explanatory notes for project budget

1. Personnel Costs

ISNAR's senior staff cost of US\$ 385/day (5 working days per week, 260 working days per year) includes base salary, pension, health insurance and applicable cost of living and housing allowances. No overhead is applied separately to this figure. AID/Bothswana funds ISNAR senior staff at this same rate under the Southern African Research Management Training Project (Grant No. 633-0435-G-SS-7001-00). Senior staff costs are also budgeted in ISNAR's medium-term plan 1988-92, which has been approved by the Technical Advisory Committee and the CGIAR, at a similar rate. ISNAR's standard honorarium for consultants is US\$ 250/day (for days actually worked and on short assignments ISNAR assumes 7 working days per week). Research assistant and secretarial costs are budgeted at US\$ 100/day and have been kept to the minimum necessary to assure adequate support.

2. International Travel Costs

All project travel will be from Europe at US\$ 2,500 return economy class air ticket. The project manager and advisory consultant will visit Senegal twice during each project phase. The advisory consultant will work with the project manager at ISNAR headquarters in The Hague, Netherlands, for a total of three weeks during each phase of the project. It is probable that the consultant will be based in France so four Paris-Amsterdam return economy class air ticket (at US\$ 350 each) have been included in the budget. ISRA will meet all local transportation costs in Senegal.

3. Accommodation and Subsistence

A rate of US\$ 145 per day for accommodation and subsistence in Dakar has been budgeted. For the Advisory Consultant, a rate of US\$ 90 per day has been budgeted for accommodation and subsistence while working at ISNAR headquarters in accordance with ISNAR's policies and procedures.

4. Translation Costs

Translation costs from French to English for progress reports and for the final report based on an estimated total of 40 pages at US\$ 50 per page.

Table 4: Additional resources provided by ISNAR to the project

	Phase 1	Phase 2	Total
1. Management Support	2,250	4,050	6,300
2. Backstopping to the Project Team	3,850	3,850	7,700
3. Publication of Report to ISRA	<u>-</u>	<u>1,890</u>	<u>1,890</u>
TOTAL	6,100	9,790	15,890

Notes to Table 41. Management Support

ISNAR management support is estimated at a cost of US\$ 90 per senior staff/day.

2. Backstopping to the Project

ISNAR senior staff will provide two person-weeks of backstopping and support to the project team during each phase of the project.

3. Publication of Report to ISRA

Cost of printing an estimated 350 copies of the final report to ISRA will be provided by ISNAR.