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Unclassified

ZAMBIA

HUMAN AND INSTITUTIONAL RESOURCE DEVELOPMENT PROJECT

611-0206

Project Paper Amendment No. 1

United States Agency for International Development  
Mission to Zambia

December 4, 1989

Unclassified

AGENCY FOR INTERNATIONAL DEVELOPMENT <b>PROJECT DATA SHEET</b>		1. TRANSACTION CODE <input checked="" type="checkbox"/> A = Add <input type="checkbox"/> C = Change <input type="checkbox"/> D = Delete	Amendment Number <u>ONE</u>	DOCUMENT CODE <u>3</u>
2. COUNTRY/ENTITY ZAMBIA		3. PROJECT NUMBER <u>611-0206</u>		
4. BUREAU/OFFICE AFR USAID/ZAMBIA		5. PROJECT TITLE (maximum 40 characters) <u>Human and Institutional Res. Devel.</u>		
6. PROJECT ASSISTANCE COMPLETION DATE (PACD) MM DD YY <u>06   3   09   1</u>		7. ESTIMATED DATE OF OBLIGATION (Under "B." below, enter 1, 2, 3, or 4) A. Initial FY <u>84</u> B. Quarter <u>3</u> C. Final FY <u>91</u>		

8. COSTS (\$000 OR EQUIVALENT \$1 = )						
A. FUNDING SOURCE	FIRST FY <u>84</u>			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total	2,290	100	2,390	10,678	350	11,028
(Grant)	(2,290)	(100)	(2,390)	(10,678)	(350)	(11,028)
(Loan)	( )	( )	( )	( )	( )	( )
Other U.S.	1.					
	2.					
Host Country					4,980	4,980
Other Donor(s)						
<b>TOTALS</b>	<b>2,290</b>	<b>100</b>	<b>2,390</b>	<b>10,678</b>	<b>5,330</b>	<b>16,008</b>

9. SCHEDULE OF AID FUNDING (\$000)									
A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) ESF	600	700		5,390				5,390	
(2) DFA	600	700				5,638		5,638	
(3)									
(4)									
<b>TOTALS</b>				<b>5,390</b>		<b>5,638</b>		<b>11,028</b>	

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each) <u>700</u> <u>631</u> <u>710</u>	11. SECONDARY PURPOSE CODE
12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each) A. Code      PART      TNG	
B. Amount	

13. PROJECT PURPOSE (maximum 480 characters)

To assist the GRZ in developing its technical, administrative and managerial human and institutional resources in critical shortage skill areas.

14. SCHEDULED EVALUATIONS Interim MM YY <u>03   87</u> MM YY <u>04   89</u> Final MM YY <u>01   91</u>	15. SOURCE/ORIGIN OF GOODS AND SERVICES <input checked="" type="checkbox"/> 000 <input type="checkbox"/> 941 <input checked="" type="checkbox"/> Local <input type="checkbox"/> Other (Specify)
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16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a 14 page PP Amendment.)

Amendment No. 1 reduces the life of project funding from \$13.028 million to \$11,028, extends the PACD by 18 months, and reduces the project's outputs commensurate with the level of activities called for in the Project Paper Supplement.

17. APPROVED BY	Signature Leslie A. Dean <i>Leslie A. Dean</i>	18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION MM DD YY <u>01   03   90</u>
	Title Mission Director USAID/Zambia	

ACTION MEMORANDUM FOR THE DIRECTOR, USAID/ZAMBIA

From : Marcia V. Ellis, Human Resources Development Officer

Subject: Project Paper Supplement and Project Authorization  
Amendment, Human and Institutional Resources Development  
Project, (HIRD; 611-0206)

Date : June 30, 1989, revised September 13, 1989

Problem: Your approval is requested for the attached amendment to the Project Authorization and the attached Project Paper Supplement for the Human and Institutional Resources Development Project. Your approval will authorize:

1. A reduction of the authorized life-of-project funding from \$13.028 million to \$11.028 million.
2. An extension of the Project Assistance Completion Date from September 30, 1990 to June 30, 1991.
3. The deletion of language in the Project Authorization which covenants the Cooperating Country to provide housing and salaries for all long-term advisors in Zambian kwacha.
4. A reduction in the number of Operational Experts, or long-term technicians from seven to three, and an adjustment in the level of effort to reflect the actual number of person years of technical assistance now scheduled to be provided.
5. An adjustment in the magnitude of anticipated outputs to more realistic levels.
6. The deletion of "Zambian institutions will be capable of providing supplemental training which contributes to the nation's development" as an End-of-Project Status (EOPS) indicator.

Background:

The Human and Institutional Resources Development Project (HIRD) was authorized in July 1984 with the purpose of assisting the Government of the Republic of Zambia (GRZ) in developing its technical, administrative and managerial human and institutional resources in critical shortage skill areas. Planned activities focused on providing long-term and short-term technical assistance, chiefly to training institutions, long-term post-graduate training in the U.S., and short-term training in the U.S., third countries and Zambia.

The level of A.I.D. project funding was originally \$13,028,000 with a Zambian contribution of Kwacha 11,138,521 (valued at \$4,979,000 using the exchange rate of \$1 = ZK2.2371 at the time the Project was originally authorized). The PACD was September 30, 1990.

A Request for Proposals (RFP) was issued in February, 1985. In October, 1985, Roy Littlejohn Associates was selected as the prime contractor, with Transcentury Corporation and the University of Maryland, Eastern Shore, as subcontractors. In October, 1985, USAID/Zambia and the GRZ agreed to cut back the LOP funding of the HIRD project by \$2.0 million. However, neither the Project Authorization nor the Project Agreement has been amended to reflect this decision. Reduction of the LOP funding was necessitated by the urgent need to allocate resources to support the auction system which was initiated in October, 1985. At that time, certain changes to project elements were made but not formalized through appropriate A.I.D. documentation.

Until June, 1988, many project activities of the project were stalled owing to a number of factors including the following: initial delays in the project approval and contracting process; shifts in GRZ and USAID/Zambia priorities; and changes in personnel responsible for implementation. However, USAID/Zambia and the GRZ came to an agreement in June 1988 which permitted project implementation to resume at or close to its intended pace.

The agreements reached in June 1988 and others mentioned above now need to be reflected in project documentation. These include a revision in the LOP from \$13,028,000 to \$11,028,000; extending the PACD from 9/30/90 to 6/30/91; modifying certain covenants and GRZ contributions; and a reduction in the input and output levels. It should be emphasized that the goal and purpose of the project have not changed.

Summary of Revised Project Description:

The attached Project Paper Supplement details all changes to the project. These are summarized as follows:

1. Goal and purpose: no change from original.
2. Outputs: The magnitude of outputs have been modified as outlined below.

- a. Training

-- Long-term training has been reduced from 160 person-years to 75 person-years over the life of the project.

-- Short-term U.S. and third country training has been reduced from 300 person-months to about 60 person-months.

-- Short-term in-country training has been reduced from 1000 person-months to about 100 person-months.

b. Technical Assistance

-- Long-term TA has been reduced from 19 person-years to 9.5 person-years. The Zambia-based U.S. team had been cut from seven to three, including one new position, a chief of party/development management specialist. The manpower planner/economist and the statistics professor have completed their contracts.

-- For in-country training, short-term TA has been reduced to 12 person-months from 60 person-months. Locally hired trainers paid for out of counterpart funds will help make up any shortfall.

c. Three important points should be noted with regard to outputs. First, changes to project outputs are not wholly the result of revisions to project design. The original outputs were overstated due, in part, to an underestimation of contract costs. Thus, some of the reductions in project outputs and elements are due to correcting previous budget omissions, and would occur even without any revision to the project. Second, the output level for in-country training, for example, (1000 person-months), was probably never realistic as an attainable goal and would have been reduced in all likelihood had the project proceeded as originally planned. Third, local currency counterpart funds are now available to pay for kwacha costs associated with local training and other activities, and thus the number of person-months may be consequently increased.

3. Inputs: The following table summarizes changes in inputs from the original PP.

Major components of the project budget are as follows:

	<u>REVISED</u>	(in \$000's)	<u>ORIGINAL</u>
Technical Assistance	1,990		2,990
Training	6,386		6,740
Commodities	565		273
Project Support Costs	<u>659</u>		<u>562</u>
Subtotal	9,600		10,565
Contingency (5%)	480		621
Inflation (10%)	<u>948</u>		<u>1,842</u>
GRAND TOTAL AID BUDGET	<u>11,028</u>		<u>13,028</u>

Revised Implementation Plan

After the delays in the project, USAID/Zambia and the GRZ agreed to extend the PACD by nine months, from September 30, 1990 to June 30, 1991 to allow the last group of academic participants who departed in January, 1989 to complete their programs. Other implementation changes include: the elimination of National Institute for Public Administration and University of Zambia Ndola Campus as recipients of long-term TA, due to funding and level of effort reductions; the addition of a chief of party position; and the elimination of institution-building as an EOPS indicator.

Conditions and Covenants

The following covenants will be deleted from the amended agreement. The grantee will no longer be responsible for:

1. identifying and making available for renovation housing to be provided to long-term OPEX advisors; and
2. providing long-term OPEX advisors with a salary in Zambian kwacha.

Authorities: Under DOA 551 (revised) you have authority to amend project authorizations with an LOP not exceeding \$30 million to extend the life of the project, provided that the extension does not result in a new cumulative total LOP of more than ten years. DOA 551 (revised) also authorizes you to negotiate and execute project agreement amendments or modifications thereto.

Notification to the Congress:

This modification does not require the obligation of any additional funds to the project. Therefore, it is not necessary that the Congress be notified of this action.

Waivers:

The changes requested herein do not require approval of any waivers.

Recommendation: That you: (1) sign the attached Amendment No. 1 to the Project Authorization, and, (2) approve the attached Project Paper Supplement, thereby extending the PACD to June 30, 1991, decreasing the LOP funding to \$11,028,000, and modifying the above-mentioned covenants.

Approve

*Philip A. Deacon*

Disapprove

\_\_\_\_\_

Date

7/25/89

Attachments:

1. Project Authorization Amendment
2. Project Paper Supplement
3. Draft Project Agreement Amendment

Drafted: HRDO:MVEllis  
Cleared: AAD:AVEgmond (draft)  
RLA:JBorns (draft) - 6/27/89  
TRG:ASibetta (draft)  
A/D:BKosheleff (subs) *pk*

PROJECT AUTHORIZATION AMENDMENT NO. 1

Name of Country/Entity: Government of the Republic of  
Zambia

Name of Project: Human and Institutional Resources  
Development

Number of Project: 611-0206

1. Pursuant to Section 531 of the Foreign Assistance Act of 1961, as amended, the Human and Institutional Resources Development Project for Zambia was authorized on July 11, 1984. That authorization is hereby amended as follows:

- a. Paragraph 1 is amended to read: "Pursuant to Sections 103 and 531 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the Human and Institutional Resources Development Project ("the Project") for Zambia ("the Cooperating Country") involving planned obligations of not to exceed eleven million twenty-eight thousand U.S. dollars (\$11,028,000) in grant funds for the period July 11, 1984 through June 30, 1991, subject to the availability of funds in accordance with the AID/OYB allotment process, to help in financing foreign exchange and local currency costs for the Project.
- b. Paragraph 4.b. (1) is deleted in its entirety.
- c. Paragraph 4.b. (2) is deleted in its entirety.
- d. In Paragraph 4.b. (3), the words "CSO" and "NIPA" are deleted.

2. The authorization cited above remains in full force except as hereby amended.

Signature:

*Leslie A. Dean*

Leslie A. Dean  
Director  
USAID/Zambia

Date:

9/25/87

Drafted: REDSO/ESA/PRJ:LSWaskin  
Clearances: MVEllis, HRDO(draft)  
ASibetta, HRDO (draft)  
AVan Egmond, AAD (draft)  
JBorns, REDSO/RLA (draft)

A/D:BKosheleff (subs)

A handwritten signature in black ink, appearing to be 'BKosheleff', written over the typed name in the previous block.

PROJECT PAPER SUPPLEMENT

ZAMBIA HUMAN AND INSTITUTIONAL RESOURCES DEVELOPMENT

(611-0206)

I. BACKGROUND

The Zambia Human and Institutional Resources Development (HIRD) Project is helping the Government of Zambia to develop its technical, administrative and managerial human and institutional resources in critical shortage skill areas. The project is to provide urgently needed training for Zambians in middle and upper level positions in government, parastatals, and the private sector in such areas as economics, business administration, accounting, statistics, and management. A companion aim is to strengthen the institutional base of key government institutions. Cutting across all aspects of the project is the need to improve Zambian capacity to carry out manpower planning, both in the GRZ and the private sector; this focus was not changed from the original design.

The project specifically excludes training and institutional support for agriculture, which is the province of USAID/Zambia's Agriculture Training, Planning and Institutional Development (ZATPID) Project, the Zambia Agribusiness and Management Support (ZAMS) Project, and the recently completed Zambia Agricultural Development, Research and Extension (ZAMARE) Project. Along with long-term participant training in the U.S., HIRD provides for short-term training, short-term technical assistance to support this training, and long-term technical assistance.

HIRD is approximately five years old, having been authorized in July 1984. Between then and now, the project fell seriously behind schedule for a number of reasons, and other factors not related to implementation combined to bring about a reduction in the life-of-project cost. Thus, the mission decided that a brief Project Paper Supplement was necessary to bring project documentation into line with current realities on the ground.

Contracting difficulties with the prime contractor, Roy Littlejohn Associates (RLA), were the main cause of initial implementation delays. Negotiations in AID/W were at the best-and-final stage, when SER/OP was apprised of RLA fiscal management problems. It took more than a year to resolve this matter. During this time, limited project activity took place in the field. Six long-term participants were sent for training via mission-executed PIO/Ps, an American personal services contractor was hired out of OE funds to assist with the Mission's management of the project, and vehicles and other commodities were ordered. A contract with RLA was signed in July 1986. The long-term T.A. team arrived in Zambia May-August, 1986. Subsequently, other changes in U.S. and GRZ priorities, and personnel changes on the contract team caused other delays.

A decision was made in in October, 1985 to reduce the LOP from \$13 million to \$11 million. This emerged from a desire to channel additional resources to support policy dialogue on macroeconomic structural adjustment reform.

Since HIRD was already behind schedule, with a pipeline of more than \$5 million at the time (against obligations of \$5.4 million), the project was an obvious candidate for cuts. However, the Mission was determined that the integrity of the project should not suffer, and thus reductions represented essentially changes in inputs and outputs, not in the goal or purpose.

In June, 1988 the GRZ and USAID/Zambia were able to agree upon a future direction for the project after a long period of discussion. This included the extension of the PACD to June 30, 1991. Again, the goal and purpose of the original design remained.

To match the remaining time in the project with output levels, the long-term technical assistance team was reduced from seven technicians to three (a drop of 19 person-years to 9.5); long-term participant training in the U.S. fell from 160 person-years to 75; and short-term third-country and U.S. training went from 300 person-months to 60. In-country training was cut drastically from the previous unrealistic level of 1,000 person-months to 100. The instructional materials/commodities component remained intact. The only component to increase was project support costs, which more than doubled to cover costs not originally assigned to that line item.

In addition, a number of implementation changes had taken place which needed to be incorporated in the Project Paper. These included changes in job responsibilities of the technical assistance team; changes in the role of the National Commission for Development Planning, the key GRZ implementing agency for the project; and administrative modifications, such as dollar funds paying for contractor housing and salaries, instead of GRZ-contributed kwacha. Also, as mentioned above, as a result of the start-up delay, the PACD of the project needed to be extended, so that long-term participants departing for training in January 1989 would have sufficient time to complete their studies in the U.S.

The GRZ has agreed to the \$2 million reduction in LOP funding and to the proposed changes. A grant agreement amendment will be executed, following USAID/Zambia and REDSO/ESA approval of this PP Supplement. The following sections set out the revised project overview; revised project description; the revised financial plan and budget table; the revised implementation plan; the revised monitoring and evaluation plan; and finally the revised logframe.

## II. REVISED PROJECT OVERVIEW

### A. Rationale for the Project

The goal of the HIRD project is to help the GRZ to strengthen its human and institutional resources in skill areas considered to be critical to Zambia's development and which directly complement USAID/Zambia's agriculture-oriented strategy. Inadequate management of the economy is recognized as a key constraint to Zambia's development. The project attempts to address this constraint through a combination of training, technical assistance, and commodity support, in management-related areas (e.g., business administration, accounting, statistical analysis, etc.). A cross-cutting objective of the project will be to strengthen Zambian ability to plan its manpower requirements in both the public and private sectors.

By the end of the project, increased numbers of Zambians with appropriate training in management-related skill areas will be serving in high and middle-level positions of responsibility in the GRZ, parastatal and private sectors. Zambian institutions assisted by the project will have more skilled management personnel, and may be better able to provide pre-service and in-service training in the critical shortage skill areas.

### B. Institutions to be assisted

Two GRZ institutions with particular responsibility for management skills training and planning for deployment of these skills will be recipients of assistance under the project:

#### 1. University of Zambia (UNZA).

UNZA is a primary source of high-level skilled human resources needed for Zambian development and the sole degree-granting institution in the country. It is the pre-service institution from which the civil service receives most of its skilled employees. Under the revised HIRD project, the department of mathematics (which offers training in statistical analysis), will receive direct assistance.

#### 2. National Commission for Development Planning (NCDP).

NCDP is the GRZ entity charged with proper planning and use of human and material resources for the GRZ and Zambia as a whole. In the area of human resources development, the focus of HIRD assistance to NCDP, it was established to formulate manpower development policy, to conduct manpower planning and research, and to coordinate donor assistance and training to meet national manpower goals. Located within the Ministry of Finance, NCDP has six departments. One of these, the Human Resources Planning Department is receiving direct assistance from the project.

### 3. Parastatal and Private Sector Organizations.

Parastatal organizations and private businesses may also benefit from HIRD assistance. Likely participants from the parastatal sector include the Zambia Industrial and Mining Corporation (ZIMCO), particularly its training institute, an umbrella organization housing a number of smaller parastatal institutions. Private businesses to be assisted will primarily be small, medium and large-scale indigenous enterprises, from both urban and rural areas.

#### C. Project Components/Inputs

##### 1. Training

a. Long-term participant training. Over the current life of the project, approximately 30 Zambians will be supported for primarily masters-level training in the U.S. Selection criteria require that the position for which the individual is to be trained is an existing, established post, is strategic to the GRZ's macroeconomic plans for increased efficiency and development, and will allow for the trainee to train others below him/her.

b. Short-term training. The project provides for 100 person-months of short-term, Zambia-based training. Trainees will come from the wide range of GRZ institutions requiring upgrading of employees in management-related skills, such as accounting, bookkeeping, financial analysis, statistical analysis, and training-of-trainer techniques. Between four to six workshops, lasting from one week to one month each, are expected to be offered each year, over the remaining life of the project.

Limited short-term non-degree training in the U.S. or third countries also will be available through HIRD. Trainees will attend short courses at such African institutions as ESAMI in Tanzania, and at U.S. schools of management and public administration, such as the Maxwell School at Syracuse University, the Harvard Institute of International Development (HIID) and the Institute of Public Service at the University of Connecticut.

##### 2. Technical Assistance

a. Long-term T.A. Roy Littlejohn Associates (RLA) has been contracted to assist USAID/Zambia and the GRZ in implementation of HIRD. The firm is providing three long-term technicians whose responsibilities can be summarized as follows:

(1) Chief-of-Party/Development Management Specialist. Based first at NCDP and now at USAID/Zambia, she is chief liaison between the various GRZ entities involved in the project, the two subcontractors and long-term technicians, and with USAID/Zambia. This coordination function is critical to development of individual ministry/agency training plans that are responsive to the needs of the Zambian economy and upon which decisions on project-provided training will be based. Her chief tasks include:

— Working closely with the Training Subcommittee of the PEC, develop written guidelines for preparation of ministry/agency-level training plans and assist ministry training/manpower development officers in the development of the plans for both long and short-term training.

— Address critical weaknesses in personnel policy and practices that impact on inefficiencies in the civil service--e.g., bonding, transfers, retention, rewards and incentives, etc.

— Participate in selection of candidates for training as a member of the Training Subcommittee of the Project Executive Committee (PEC) and in coordination with the Secretariat of the PEC, arrange PEC meetings, establish the agenda, and ensure all meetings are properly recorded.

— In collaboration with the Training Subcommittee and GRZ trainers, design the in-country training program for approval by the PEC. Provide extensive orientation, evaluation and debriefing sessions for American and Zambian trainers.

— Advise on instructional commodity procurement for approved institutions and to facilitate the in-country training.

(2) Manpower Planner/Economist. He is based in NCDP's Human Resources Planning Department and is charged with strengthening its ability to research, analyze and plan manpower policy for the nation. His other responsibilities are as follows:

— Assist in formulation of NCDP's internal training plan.

— Serve as advocate for the Human Resources Planning Department in terms of staffing requirements.

— Provide on-the-job training to a Zambian counterpart in manpower planning and research, statistical analysis, and use of computer technology.

— Plan and initiate ongoing manpower studies, development plans, surveys, etc. and participate in the Human Resources Planning Department's contribution to the Fourth National Development Plan.

— Improve communications and coordination within NCDP to upgrade its efficiency and decrease duplication, and among agencies dealing with manpower, including the Manpower Research Unit at UNZA, the Management Services Board, Ministry of Labor and Social Services, Directorate of Manpower Development and Training, and the Bursaries Committee.

(3) Statistics Professor. Statisticians are critically needed at all levels of the economy. UNZA/Lusaka's mathematics department is the prime locus in country for training in statistical analysis. The statistics advisor is based there. His duties include:

- Serve as an instructor in statistics.
- Assist in modifying the newly developed 3.S. degree program in mathematics, which features a statistics concentration.
- Make recommendations for purchase of equipment for a statistics laboratory in the mathematics department.
- Develop training manuals.
- Train junior staff members in techniques to increase their teaching efficiency.

b. Short-term T.A. Consultant trainers will be provided to organize and run workshops and seminars called for under the short-term in-country training component of the project in collaboration with local trainers, where possible. Short-term consultants can also provide advisory services to NIPA, MSB and other local training institutions in curriculum design and revision for management-related courses.

### 3. Instructional Materials/Commodities

This component covers procurement of training equipment and supplies to support the in-country training component of the project and approved commodities in support of the institutional bases of returned participants.

#### C. Implementation

##### 1. Contractor Role

a. Roy Littlejohn Associates (RLA). As prime contractor and chief agent for project implementation, has broad but inter-connected responsibilities: liaison with the various GRZ institutions participating in the project, and with USAID/Zambia; technical staff support to specific GRZ institutions; catalyst for production of training plans and identification of training candidates; and responsibility for in-country training arrangements. RLA is providing the three resident U.S. technicians for the project.

b. University of Maryland/Eastern Shore (UMES). (Note: Effective July 5, 1989, UMES' contract with RLA will be terminated. The duties and responsibilities as outlined below will in all likelihood now be placed under the direct auspices of RLA for implementation from its offices). As subcontractor to RLA, UMES has overall responsibility for the in-country training element, which is a major project component. UMES will:

- Consult with the RLA Chief-of-Party on in-country training arrangements.
- Develop annual workplans for implementing in-country training plans approved by the Project Executive Committee. Workplans would include scopes of work for proposed trainers, consultant c.v.'s, timetables for each training session, etc.
- Recruit a cadre of highly skilled trainers committed to long-term association with the HIRD project.
- Work closely with consultant trainers to develop training sessions--i.e., course content, instructional aids and materials.
- Provide brief orientation program for trainers to maximize their effectiveness once on the ground.
- Make all administrative and logistical arrangements for the trainers--e.g., contracting, travel plans, visas, etc.
- Debrief trainers following each session and evaluate performance. Make adjustments where necessary, if training is to be replicated.

c. TransCentury Corporation. Also subcontracted to RLA, TransCentury will handle all arrangements for placing, orienting, and monitoring long-term trainees in U.S. universities, following selection of trainees in Zambia. It will propose universities, make all essential contacts, and arrange for student travel and maintenance in the U.S. In close collaboration with the RLA Chief-of-Party, TransCentury will also manage logistical arrangements for short-term U.S. and third country training.

2. Role of USAID/Zambia. The mission project manager, FSN Human Resources Development Officer, will monitor all activities under HIRD, providing technical guidance where appropriate and intervening as necessary to resolve problems. She will represent the mission at meetings of the Project Executive Committee. She also will work closely with the Chief-of-Party to provide support and remove impediments to smooth project implementation.

3. Role of the Project Executive Committee. The PEC provides overall policy direction for the project and is the major decision-making body with respect to allocation of training and other project funds. It is chaired by the Director-General of NCDP, and is composed of representatives from the contractor, USAID, UNZA, DMDT, and other GRZ institutions participating in the project. Based on training plans and recommendations submitted to it by the Training Subcommittee, the PEC approves candidates and makes final selection of trainees and in-country workshops and seminars.

4. Role of Other Donors. Other donors working in the manpower training areas include the Irish, the Canadians, the British and the UNDP.

The Chief-of-Party will continue to keep abreast of other donor activities for collaboration and coordination purposes.

5. Project Support

Funding for this component will be channelled through USAID/Zambia's Administrative Office. The office will handle such things as commodity and vehicle procurement, housing and furnishings for the long-term T.A. team, clerical support, and other support tasks.

Funds to cover student support costs (travel, per diem) under the in-country training element will be administered by the Chief-of-Party. Local currency has been provided for this purpose.

III. REVISED PROJECT DESCRIPTION

The sections below follow the Logical Framework methodology, and present modifications to the original project in goal, purpose, outputs and inputs.

A. Goal, Purpose, EOPS

Neither the goal nor the purpose statement has changed from the original Project Paper. The end-of-project status remains the same, with the exception of the elimination of number two which refers to an enhanced capability of Zambian institutions to provide training. It is no longer a viable indicator since funding reductions effectively eliminated institution-building of local training institutions.

B. Outputs

1. In-Country Training. The original PP budgetted 1000 person-months of short-term in-country training for senior and mid-level professionals, to improve knowledge and skills needed to effectively carry out day-to-day responsibilities on the job. (This was probably never a realistic projection). Training will take the form of short courses, analytical workshops, and seminars and is expected to be offered to a range of GRZ institutions whose employees require upgrading in public administration/management areas. These include the same ministries and agencies as in the original PP, even though some of these institutions are not now targetted for long-term technical assistance, as originally planned (see Inputs section). Under the revised design, the amount of short term training is reduced to 100 person-months, given the amount of time remaining on the project and what can realistically be achieved.

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Costs of U.S. trainers and administrative support are currently covered by the UMES subcontract with additional support through counterpart funds.

2. Long-Term U.S. Participant Training. This now totals 75 person-years, down from 160 in the original PP. Assuming mainly masters level training lasting two and one-half years, around 30 students can be trained over the life of the project.

Trainees are expected to come from the same set of institutions as set out in the Project Paper-- e.g., MOF and NCDP, NIPA, UNZA, parastatals, and Zambian private businesses. The Project Paper stipulated that a minimum of five long-term training slots would be earmarked for the private sector; under the revised design, this will be an option, but not a requirement.

Funding for long-term participants is provided for in the RLA contract. Placement of students and administrative support, however, will be handled by TransCentury under its subcontract to RLA.

3. Short-term U.S. and Third-Country Training. This element has been cut from 300 person-months over the LOP to 60. As provided for in the PP, senior-level managers and administrators in the Civil Service and parastatals will be eligible for non-degree courses at such African institutions as ESAMI in Tanzania and the Institute for Development Management in Botswana. Participating U.S. institutions are expected to include the Maxwell School at Syracuse University, the University of Pittsburgh's management faculty, and various U.S. government departments such as Bureau of Census and the USDA Graduate School.

4. Strengthening of Staff Capabilities at NCDP, NIPA, and UNZA. When the project LOP funding was reduced by \$2.0 million, the institutional strengthening component of the project was essentially eliminated. It is, therefore, eliminated in the revised project as one of the EOPs indicators. However, all three institutions are expected to provide candidates for both short and long-term training. The reduction in the long-term T.A. component means that NIPA and the Ndola campus of UNZA will not receive long-term advisors as originally planned, and thus will not benefit as directly as will UNZA/Lusaka and NCDP, where technicians remained in place. Concerted efforts will be made to strengthen the training capacity of selected in-country institutions by involving them in the implementation of the in-country training component.

The revised output level reduces the input funding requirements considerably to approximately \$7.0 million. The input level in this revised project totals \$11.028 million for the life-of-project reflecting the possibility of a further extension of the PACD. At a later date, sometime within the Fourth Quarter of 1990, a decision on whether or not to extend HIRD will be made.

The main categories of inputs (assuming a PACD extension) are as follows:

1. Training

a. Long-term participant/U.S. training. The PP budgeted 160 person-years at \$24,000 a person-year, for a total of \$3,480,000 life-of-project. The new total comes to \$4,000,000, based on 160 person-years at a more realistic cost of \$25,000 per person-year.

b. Short-term training. The revised design reduces the originally planned 1000 person-months of in-country training to 500 person-months. Figuring \$500 a person-months, the LOP total for in-country training is \$250,000.

As regards short-term U.S. and third-country training, basic training costs are covered by the RLA prime contract and are figured at \$10,000 a person-month, which includes participant travel, per diem, and tuition. With a total of 300 person-months, the revised LOP training costs total for short-term U.S. and third country training comes to \$3.0 million.

2. Technical Assistance

Long-term T.A. The original design budgetted approximately \$2 million for long-term technical assistance and associated backstopping costs. Calculations for the long-term technicians were based on a \$110,000 per person-year figure, and assumed 19 person-years of support over five years and limited additional kwacha contributions by the GRZ.

Reducing overall project costs by \$2.0 million meant cutting back substantially the long-term T.A. component. Of the seven technicians originally planned, due to changing project needs, five were deleted--the Senior Statistician for NCDP, the Public Administration Specialist for NIPA, the Public Administration professor for UNZA/Lusaka campus, the Accounting professor for UNZA/Ndola campus, and a Business Administration professor, also for the Ndola campus.

Remaining on the team were the Chief-of-Party/Development Management Specialist, originally based in NCDP; the Manpower Planner/Economist, also in NCDP; and the Statistics Professor for UNZA/Lusaka. The latter two have now completed their contracts. The Chief-of-Party/Development Management Specialist was not originally budgetted for, but is now considered critical, given her complex coordination function. The revised implementation plan details changes in responsibilities for the various team members.

Also, under the revised project, USAID/Zambia and the GRZ have agreed that USAID/Zambia will pay all contractor costs of U.S. technicians' salaries and housing--a departure from the PP, which envisioned the GRZ providing housing and contributing the bulk of salary costs in kwacha.

In theory, each U.S. technician is assuming an on-line position replacing a Zambian professional who has been sent for long-term training. As the GRZ continues to pay salaries for its personnel while they are out of the country, this creates a double-incumbency situation. At a time when the USG is urging the GRZ to curb budget costs, eliminating the potential for double-incumbency is an appropriate modification to the project. The grant agreement will need to be amended accordingly.

The new total for the long-term and short-term technical assistance component comes to \$1,990,000. Short-term TA will support in-country training and advisory services.

c. Instructional Materials and Commodities. This element changed from the PP, and now primarily covers such things as procurement of materials, and supplies to support in-country courses. Also under this line item, a micro-computer will be supplied to UNZA/Lusaka's department of mathematics to assist with the development of course materials. Additional equipment and supplies may be provided to operational Ministries to facilitate the work of returned participants sponsored by the project. Funding to support this element was inadvertently not allocated to any of the project's implementation agents, although it was provided for in the PP. It has now been added to the budget of the prime contractor.

d. Project Support Costs. Funding for this element is channelled through the Administrative Office which manages a variety of tasks, clerical support, arranging work permits, etc.

In a departure from the PP, the Administrative Office is also handling housing and furnishings for the long-term technical assistance team--which had been planned as a GRZ contribution.

#### V. REVISED IMPLEMENTATION PLAN

This section summarizes the various changes in implementation which have taken place since the project was authorized, as well as anticipated future changes. It is broken down by changes in the GRZ role, the contractor, and other modifications germane to the overall project. (An implementation milestone schedule for the remainder of the project also is included.)

##### A. GRZ Role

The major change on the GRZ side involves the increased role for the NCDP and the Project Executive Committee (PEC). While the original project design emphasized NCDP's lead role in implementation, the

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scope of its responsibilities, as well as that of the PEC now encompass duties originally assigned to the Directorate of Manpower Development and Training (DMDT). DMDT, which is located in the Cabinet Office, had original responsibility for reviewing long-term participant training plans produced by various GRZ ministries and agencies, as well as ensuring that training plans were put into effect and candidates for training selected. DMDT was also charged with preparing short-term training plans and specific requests for consultant/trainer assistance.

USAID/Zambia and the GRZ have agreed that NCDP is better placed to exert broad influence on manpower development policy across the government. As a consequence of this conclusion, the contractor Chief-of-Party, originally to be attached to DMDT, resided temporarily in NCDP, which formulates manpower development policy and coordinates donor assistance for training to meet manpower goals. In June, 1988 the decision was made to locate the Chief-of-Party in USAID/Zambia in the hopes of easing some management problems that were present at the time. Working with the Training Subcommittee of the PEC, she continues to perform many of the tasks originally assigned to DMDT.

Under the revised design, the Training Subcommittee of the PEC, with contractor involvement, retains responsibility for generating project-specific training plans from participating GRZ institutions, parastatals, and private businesses. The training subcommittee of the PEC will assume the following responsibilities formerly assigned to DMDT:

--The Training Subcommittee of the PEC will coordinate, consult, support and recommend actions to the PEC necessary for implementing the entire HIRD training component.

--Chaired by NCDP, the PEC will provide overall policy direction to the project, and has final authority as to how training funds are to be spent.

--The PEC will approve candidates for long-term training, based on its prior approval of training plans submitted by the Training Subcommittee and will make final selection of trainees. The composition of the PEC, including the Director General of NCDP, the contractor Chief-of-Party, USAID/Zambia, and representatives from various GRZ institutions, has not changed.

#### B. Contractor Role

This section sets out changes in the contractor role, mainly with regard to long-term technical assistance, and recaps the various tasks assigned to the prime contractor and its two subcontractors.

1. Long-Term T.A. Team. As mentioned above, the long-term T.A. team has been reduced from seven technicians to three. The decision on how many technicians to cut was based on an identification of the highest priority needs of the GRZ.

It was decided that of all the planned areas of expertise, improving Zambia's capabilities in statistical analysis and manpower planning was most critical. Thus the Statistics Professor position at UNZA/Lusaka and the Manpower Planner/Economist position were retained. Finally, it was felt that someone who could serve both as Chief-of-Party and policy advisor in development management was a necessary addition to the team.

The following sections describe the Chief-of-Party position, responsibilities of the Manpower Planner/Economist, and certain changes in duties of the Statistics Professor.

a. Chief-of-Party/Development Management Specialist. Key among the qualifications for this position are: experience in management of development programs and in particular training programs; knowledge of U.S. training institutions and their administrative processes; the ability to access information on opportunities for long and short-term training in the U.S. and third countries; and ability to plan and execute in-country training programs.

Duties of the Chief-of-Party are varied. Among the most important is liaison among the various GRZ ministries and agencies involved in the project, and with USAID/Zambia. The Chief-of-Party will also be in close contact with the entire contract team to ensure timely provision of short-term T.A. for Zambian-based training and adequate arrangements for long and short-term training abroad.

Another key responsibility is assistance to the Training Subcommittee in the development of annual ministry/agency-level training plans for the project. The Chief-of-Party will work with the Subcommittee to prepare guidelines for GRZ institutions proposing to submit training plans, and will work individually with ministry training officers in the actual drafting of plans.

Other duties include: participation in selection of candidates for training, as a member of the PEC; advising the GRZ on critical weaknesses in personnel policy and practices; and facilitating involvement of the private sector in the project.

b. Statistics Professor. See Project Overview section for a listing of job responsibilities for this position, which were not described in the Project Paper.

It should be noted that the Statistics Professor's ability to strengthen the math department's teaching capabilities in statistics relates directly to the availability of Zambian teaching staff trained to at least the masters level in statistics. USAID has received written assurance from the mathematics department that between two to four masters-trained junior professors will join the department during the U.S. Statistics Professor's tenure in Zambia, and in all probability within one year of his arrival in country.

c. Manpower Planner/Economist. This individual is based in NCDP's Human Resources Planning Department. Job requirements for this position also were omitted from the PP, and are summarized in the Project Overview section.

C. Other Modifications

Extension on PACD. The original PACD was Sept. 30, 1990. In order to allow the final group of long-term participants to depart Zambia for training in 1989, the GRZ and USAID/Zambia agreed to extend the PACD by nine months to June 30, 1991.

D. Revised Implementation Schedule

Attached as an Annex

VI. REVISED MONITORING AND EVALUATION PLAN

Objectives and substance of the monitoring/evaluation plan have not changed from the original PP. The schedule of interim and final evaluations has been modified as follows: an interim evaluation was carried out in February, 1989 and a Project Review undertaken in April 1989. A final evaluation will be performed in the third quarter of 1991. The mission will determine the composition of evaluation teams, which in all likelihood will include staff from REDSO/ESA or AID/W, and technical consultants specializing in education/human resource development.

Annexes

1. Revised LOP Budget
2. Revised Logical Framework
3. Revised Implementation Schedule

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ANNEX 1

Major components of the project budget are as follows:

		<u>REVISED</u>	(in \$000's)	<u>ORIGINAL</u>
Technical Assistance		1,990		2,990
Training		6,386		6,740
Commodities		565		273
Project Support Costs		<u>659</u>		<u>562</u>
Subtotal		9,600		10,565
Contingency	(5%)	480		621
Inflation	(10%)	<u>948</u>		<u>1,842</u>
GRAND TOTAL AID BUDGET		<u>11,028</u>		<u>13,028</u>

ANNEX 2

Life of Project: From FY 84 - FY 91  
 Total U.S. Funding: \$11,028.0 million  
 Date Prepared: 6/27/89

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

Project Title and Number: Human and Institutional Resources Development (611-0206)

ARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><u>Project Goal:</u>                      To assist Zambia in developing its human resources in skill areas considered by the GRZ to be critical to the nation's development.</p>	<p><u>Measures of Goal Achievement:</u>                      Effective planning, analysis and management of the Zambian economy which results in more efficient utilization of its resources.</p>	<ol style="list-style-type: none"> <li>1. GRZ five-year development plans</li> <li>2. Budgetary allocations in the various sectors.</li> </ol>	<p><u>Assumptions for Achieving goal targets</u></p> <ol style="list-style-type: none"> <li>1. That the GRZ remains committed to more efficient and effective utilization of its resources.</li> <li>2. Political and social stability is maintained within the Southern Africa region.</li> </ol>
<p><u>Project Purpose:</u>                      To assist the GRZ in developing its technical, administrative and managerial human and institutional resources in critical shortage skill areas.</p>	<p><u>End-of-Project Status:</u></p> <ol style="list-style-type: none"> <li>1. Increased numbers of Zambians with the appropriate training employed in high and middle level positions of responsibility within the government, parastatals, and the private sector in the critical shortage skill areas identified in the project paper.</li> </ol>	<ol style="list-style-type: none"> <li>1. GRZ civil service training and employment records</li> <li>2. Parastatals' training and employment records</li> <li>3. Private sector new hires.</li> </ol>	<p>That GRZ policy continues to emphasize development of Zambia's indigenous human and institutional resources in critical shortage skill areas.</p>

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ARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><u>Outputs:</u> Increased numbers of Zambians trained and staffing high and middle level positions in critical shortage skill areas.</p> <p>Improved quality of administrative and management skills of upper and middle managers in the civil service, the parastatals, and the private sector.</p> <p>Improved efficiency in GRZ planning and analysis.</p>	<p><u>Magnitude of Outputs:</u></p> <ol style="list-style-type: none"> <li>1. 100 person months of in-country training for high and middle level Zambians to strengthen their administrative management skills will be provided.</li> <li>2. 75 person years of U.S. long-term post graduate training in critical shortage skill areas will be provided.</li> <li>3. 60 person months of U.S. and/or third country short-term training in critical shortage skill areas will be provided.</li> <li>4. Staff or faculty at NCDP, NIPA and UNZA engaged in either operational work or teaching in the critical shortage skill areas will be strengthened.</li> </ol>	<ol style="list-style-type: none"> <li>1. Project evaluation and training records.</li> <li>2. GRZ five-year development plan and annual budget submissions</li> <li>3. Training institutions records.</li> </ol>	<p><u>Assumption for Achieving Outputs:</u></p> <ol style="list-style-type: none"> <li>1. There are qualified Zambians available for training.</li> <li>2. Local institutions are receptive to institutional strengthening.</li> </ol>
<p><u>Inputs:</u></p> <p><u>AID</u></p> <p>Technical Assistance</p> <p>    Long-Term</p> <p>    Short-Term</p> <p>Training:</p> <p>    Long-Term</p> <p>    Short-Term</p> <p>Instructional Materials and Commodities</p> <p>Project Support Costs:</p> <p>Inflation:</p> <p>Contingency:</p> <p>TOTAL</p>	<p>(x 000)</p> <p>\$1,990</p> <p>(1,750)</p> <p>( 240)</p> <p>\$6,386</p> <p>(4,000)</p> <p>(2,386)</p> <p>565</p> <p>659</p> <p>948</p> <p>480</p> <p><u>\$11,028</u></p>	<ol style="list-style-type: none"> <li>1. Country Budget Submission</li> <li>2. Contractor Progress Reports</li> <li>3. Audit Reports</li> <li>4. Internal and External Evaluations</li> </ol>	<ol style="list-style-type: none"> <li>1. AID funding will be made available in a timely manner.</li> <li>2. GRZ contributions will be provided in a timely manner</li> </ol>

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2. <u>GRZ</u>	<u>(x 000)</u>
Local salaries and salaries for trainees, office space, support for in-country training and project administration.	\$2,000 (approximate)



Proposed Workplan

<u>Target Date:</u>	<u>Planned Action:</u>	<u>Action Agent:</u>
<u>Fiscal Year 1989:</u>		
Third Quarter:	- Amend project documents.	USAID
	- Approve Terms of Reference for Training Subcommittee.	PEC
	- Submit workplan and budget for short-term training to PEC.	Training Subcommittee (TSC)
	- Submit written criteria to PEC for review of candidates from the parastatal and private sectors	TSC
	- Review and approve nominee for COP position.	RLA
	- Hire Training Assistant.	RLA/PEC
	- Hire HRD Assistant.	PEC/TSC
	- Terminate UMES Subcontract.	USAID
		RLA

<u>Target Date:</u>	<u>Planned Action:</u>	<u>Action Agent:</u>
Fourth Quarter:	- Conduct follow-on banking seminar.	RLA
	- Approve workplan and budget for short-term training.	PEC
	- Approve written criteria for review of candidates from the parastatal and private sectors.	PEC
	- Submit draft procurement plan for commodities to be used by returned trainees.	TSC
	- New RLA COP on-site.	RLA
	- New USAID Project Officer in place.	USAID
	- Draft amendment to RLA contract adding funds and changing financial reporting requirements.	RCO/RLA
	- Submit nomination of ST consultant to assess training program.	RLA
	- Conduct budget management seminar.	RLA
	- Procure supplies for in-country training	
	- Transfer computer to UNZA and arrange for installation and training.	

Fiscal Year 1990:

- |                 |   |             |
|-----------------|---|-------------|
| First Quarter:  | - Obligate \$1.7 million.   | USAID       |
|                 | - Begin implementation of short-term training plan, including private and parastatal sector trainees.         | RLA/PEC     |
|                 | - Approve commodity procurement plan for returned participants.   | PEC         |
|                 | - Begin commodity procurement.  | RLA         |
|                 | - Submit revised in-country training plan incorporating local training resources.                             | TSC         |
|                 | - Amend RLA contract.   | RCO/RLA     |
|                 | - Approve ST consultant to assess training program.   | PEC         |
|                 | - Conduct Negotiating Skills workshop.  | RLA         |
| Second Quarter: | - Approve revised in-country training plan.   | PEC         |
|                 | - ST Consultant arrives to assess training program, devise evaluation plan and tracking system for returnees. | RLA         |
|                 | - Hold get-together of returned trainees.   | USAID       |
|                 | - Conduct Training of Trainers workshop.  | RLA         |
| Third Quarter:  | - Revise training program in light of ST consultant's recommendations.  | PEC         |
|                 | - Conduct next in-country workshop  | RLA         |
| Fourth Quarter: | - Decide whether to extend HIRD, design a new project, or allow the project to terminate.                     | USAID       |
|                 | - Schedule design of new project or extension of HIRD.  | USAID/REDSO |
|                 | - Conduct next in-country workshop.   | RLA         |

Target Date:                      Planned Action:                      Action Agent:

Fiscal Year 1991:

- |                 |   |             |
|-----------------|---|-------------|
| First Quarter:  | - Prepare PID for new project (if necessary).                     | USAID/REDSO |
|                 | - Conduct next in-country workshop.                               | RLA         |
| Second Quarter: | - Prepare PP for new project or extension of HIRD, if appropriate | USAID/REDSO |
|                 | - Hold get-together of returned trainees.                         | USAID       |
|                 | - Conduct next in-country seminar:                                | RLA         |
| Third Quarter:  | - Obligate funds for extension of HIRD or for new project         | USAID       |
|                 | - Conduct final in-country workshop.                              | RLA         |
|                 | - Conduct final evaluation of HIRD (if necessary).                | USAID/PEC   |

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