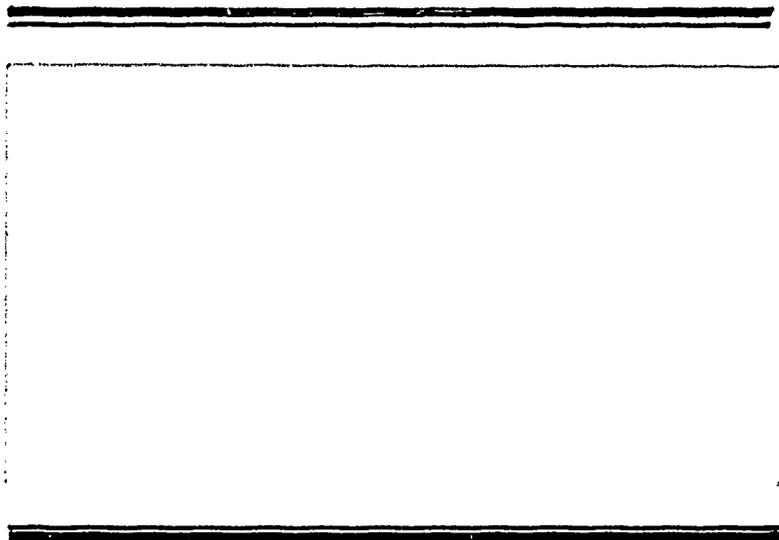


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FINAL REPORT

The Zambia Human and Institutional
Resources Development Project

Contract No. AFR-0206-C-00-6002-00
Project No. 611-0206

U.S. Agency for International Development
Lusaka, Zambia

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ACRONYMS

CSO	Central Statistical Office
DMDT	Directorate of Manpower Development and Training
GRZ	Government of the Republic of Zambia
HIRD	Human and Institutional Resources Development
MSB	Management Services Board
NCDP	National Commission for Development Planning
NIPA	National Institute for Public Administration
OPEX	Operation Expert
PACD	Project Activity Completion Date
PIO/P	Project Implementation Order/Participant
PP	Project Paper
REDSO/ESA	Regional Economic Development Office/Eastern and Southern Africa
RFP	Request for Proposal
RLA	Roy Littlejohn Associates
TA	Technical Assistance
TCC	TransCentury Corporation
UNZA	University of Zambia
USAID/Zambia	United States Agency for International Development Mission to Zambia
UMES	University of Maryland, Eastern Shore

EXECUTIVE SUMMARY

The Zambia Human and Institutional Resources Development Project was established in 1984 through a joint agreement between the United States Agency for International Development and the Government of the Republic of Zambia. The project was designed to assist the Government of the Republic of Zambia in the enhancement of its human resources in skills and areas considered to be critical for national development. The two major aspects of this project were: the development of technical, administrative and managerial level personnel; and provision of technical assistance to enhance the administrative and training capability of those institutions having the greatest responsibility for the development of managerial talent.

PROJECT PURPOSE AND SCOPE

Human resource development under the terms of this project involved the training of middle and upper echelon managerial personnel in the public and private sectors and parastatals. This training was designed to improve the level of professional competency of Zambians selected for participation. It enhanced their abilities to perform more capably, to transfer their skills to others, and eventually to replace their reliance on skills of expatriates. Training, in this project, involved long-term graduate level degree training in the U.S.; short-term non-degree training in the U.S. and/or third country; and short-term in-country specialized training. The short-term training was in the form of short courses, analytical workshops, seminars, and conferences which provided participants with information and knowledge to improve job skills.

The institutional development aspect of this project involved all efforts which enhanced the smooth and efficient functioning of specific organizations. It also involved the strengthening of an institution to enable it to fulfill efficiently the mission or purposes for which it was created.

From 1984 to April 1991, the Zambia Human and Institutional Resources Development Project underwent significant changes which directly affected its implementation. These changes were necessitated by a reduction in funds, by U.S. Agency for International Development/Zambia desires to refocus the contract, and finally by a request by the Government of the Republic of Zambia to return to the original project design.

PROJECT IMPLEMENTATION

Project implementation essentially refers to the delivery of outputs. In considering outputs, it must be noted that due to several changes in the project design, coupled with convoluted delays, the determination of a true foundation from which to assess accomplishments is difficult.

Circumstances precipitating change in the HIRD project began even before the contract award. A number of modifications were made through Project Paper Amendments, PIO/TS, memoranda and other documents.

Therefore, assessing the degree of success of the project is dependent upon whether the project is viewed from the original project paper of 1985 or the amended project paper, December, 1988.

While data are presented from the original project paper, the amended project paper (1989) is the measure used for this discussion.

The contract amendment dated March, 1989 provided for the levels of effort shown in the following table.

Technical Assistance				
Category	Original PP	Amended PP	Actual June 30, 1991	Rate of Realization
Long-Term	19 p/yrs	9.5 p/yrs	9.5 p/yrs	100%
Short-Term	60 p/mos	30 p/yrs	29.9 p/mos	96%
U.S.	-	-	7.90 p/mos	
African	-	-	3 p/mos	
Zambian	-	*	18 p/mos	
Field Office	**	**		

*Four of these participants were sent on training through OIT

**Component of In-Country Training

The Home Office performed all tasks required in the amended Statement of Work. It designed and participated in the conduct of two midwinter seminars and one in-country seminar. Although not originally required by the Statement of Work, the Home Office at the request of USAID/Z submitted a detailed compilation of participant training costs, separate and apart from billing requirements.

TransCentury Corporation met all of the requirements of the subcontractor. Participants and supervisors were satisfied with support provided by TCC.

Long-term training realized was 106 percent. The rate of realization of short-term training was 45.25 percent and in-country training 88.21 percent.

ACCOMPLISHMENT OF ASSIGNMENT

Under the institutional strengthening component, three technical assistants were recruited to work with the National Commission for Development Planning and the University of Zambia. The Manpower Economist/Planner provided 22 person months of assistance to NCDP in the development of assessment tools to be used in manpower studies while the Senior Statistician provided 30 person months in the development of a Statistics Laboratory model and curriculum for the Statistics Department at the University of Zambia/Lusaka. The latter individual, additionally, taught students matriculating in the Statistics Department.

The Chief-of-Party position was filled by two individuals providing 62 person months of assistance in the coordination of field operations, participation in the selection of training candidates and determination of technical advisory needs.

The Zambia HIRD Project provided a total of 9.5 person years of technical assistance for a 100 percent rate of realization of planned project output in this category.

As a training operation, recall that the Zambia HIRD Project had three components: long-term U.S. graduate level training, short-term U.S. or third country specialized training, and in-country training.

A total of 35 Zambian nationals undertook long-term training in the United States, 34 at the master's degree level and one at the doctorate level. These participants were nominated principally from the National Commission for Development Planning, the National Institute for Public Administration, the University of Zambia, Copperbelt University, the Bank of Zambia, and the Ministries of Finance, Foreign Affairs and General Education Youth and Sports. Thirty-two participants have returned to Zambia and thirty had successfully completed their studies. One participant returned for medical reasons and the other elected not to sit for the comprehensive examination. The remaining three participants were transferred to the Office of International Training for completion of the final stages of their studies.

The rate of realization for long-term training was 79.57 person months or 106 percent of planned outputs.

Under the short-term U.S. and third country training component, 41 Zambian nationals requiring managerial and administrative training were sponsored under the project. These individuals were trained in the United States and/or in regional African institutions. The rate of realization of this training was 42 percent or 27 person months.

In its in-country training operations, the Zambia HIRD project worked closely with the Government of the Republic of Zambia in the identification and facilitation of training. The National Institute of Public Administration and the Management Service Board were the foci of collaboration for local experts and consultants. Regional involvement in training facilitation came from the Eastern and Southern Africa Management Institute.

Eleven seminars and workshops were organized under the in-country training component which provided intensive training for more than 253 Zambian nationals.

Two seminars were specifically developed in response to requests from the Bank of Zambia, the Zambian Export and Import Bank and the National Commercial Bank. Fifty-six staff members participated in the foreign exchange and banking transaction seminars.

A seminar was designed to enhance the negotiating skills of senior level government officials in dealing with foreign investment agreements and in international donor assistance.

Two project management courses were offered. Part I focused on the tools and techniques required to manage a project, while Part II focused on the application of computers to project management.

Two seminars were crafted to render support to the Women in Development initiative. Women Entrepreneurs highlighted women in business and cottage industries, while the second seminar was on Management Development for Personnel Assistants/Secretaries.

The Home Office was responsible for developing and conducting three seminars. Model Development I and II were designed to provide practical exercises to assist participants in transference of newly acquired skills to the national development needs of Zambia. A Technical Report was a direct outcome of these seminars.

The third activity was the Strategic Reintegration Seminar held in Zambia. This seminar was designed to assist all parties associated with the Zambia Human and Institutional Resources Development Project in creating a smooth reintegration transition into the Zambian society and employing organizations. It allowed returned personnel to share their expectations, perceptions and needs for the nation and for employing organizations and superiors.

In the category of In-country Training, the Zambia HIRD Project accomplished 88 percent of its planned output and trained over 253 mid and upper level government officials as presented in the Summary of In-country Training and Seminar Activities Table.

The Zambia HIRD Project provided three computers and other equipment and materials to support the institutional strengthening component of the project. The University of Zambia, the National Commission for Development Planning and the Management Service Board were the recipients of computers. One computer to be donated by Digital Computers is scheduled for receipt by the National Institute for Public Administration. These three organizations were also the recipients of overhead projectors, slide projectors, video play and monitors, and other equipment. Additionally, over 800 books and publications were provided through seminar participants or as direct gifts to Zambian institutions.

CONCLUSION

Thus it can be seen that the contract to provide human and institutional resources to assist in the development of the Government of the Republic of Zambia was indeed a challenging experience which met with a great deal of success. The measure of success is reflected in the summary of the following accomplishments.

Summary of In-Country Training and Seminar Activities

FY'89	Activity Number	Title	Duration	Collaborative Institute	Location	No. of Participants	Short-Term Consultant Days
1st Qtr, Dec. 1988	1	Banking Seminar I CSA: Finance	1 Week	BOZ	Livingston	(28)	25
1st Qtr, Dec. 1988	2	Model Development Part I CSA: Economics	2 Weeks	Home Office	U.S.A.	(28)	25
4th Qtr, Sept. 1989	3	Banking Seminar Follow-up CSA: Finance	2 Days	BOZ	Lusaka	(28)	25
<u>FY'90</u>							
1st Qtr, Dec. 1989	4	Negotiating Skills CSA: Management	1 Week	ADA	Musungwa	(23)	25
3rd Qtr, June 1990	5	Project Management CSA: Management	1 Week	ESAMI	Commonwealth Youth Center	(25)	25
4th Qtr, Sept. 1990	6	Women In Development CSA: Business/Administration	1 Week	NIPA	Siavonga	(22)	30
1st Qtr, Dec. 1990	7	Executive Secretarial Training	1 Week	MSB	Siavonga	(29)	20/10
	8	Training-the-Trainer CSA: Business/Administration	2 Days	MSB	Lusaka	(5)	5
1st Qtr, Dec. 1990	9	Model Development Part II CSA: Economics	2 Weeks	Home Office	U.S.A.	(20)	25
2nd Qtr, Apr/May 1991	10	Personnel Reintegration CSA: Public Administration	1 Week	Home Office	Siavonga	(25)	25
3rd Qtr, June 1991	11	Computer Training CSA: Computer Science	1 Week	NIPA	ESAMI/NIPA	(20)	25
<u>II Assessment/Research/Studies</u>							
Fiscal Year, 1990							
4th Qtr, 1990	1	Manpower Audit Analysis*		NCDI**			25
Fiscal Year, 1991							
2nd Qtr, 1991	<u>2</u>	Participant Training Follow-up**		USAID/ZAMBIA			20

* Approval rescinded by AID/Zambia Administration Development Officer
 **Personnel Service Contract with USAID/Zambia
 CSA: Critical Skill Areas

V-

- Strengthened indigenous governmental and parastatal institutions through the provision of technical assistance and skills enhancement through counterpart training and train the trainer activities.
- Developed a mechanism that incorporated a counterpart relationship by enabling Zambian nationals to serve as facilitators to Expatriates Expert Consultants in the conduct of In-country Training.
- Provided educational and instructional equipment to enhance indigenous institutions' ability to replicate training in parastatal and governmental facilities.
- Provided long-term training to 35 middle and upper level government officials.
- Provided short-term training to 41 middle and upper level government officials.
- Conducted eleven In-country Training Seminars while providing training to 253 mid and upper government officials and representatives of parastatal institutions.

After more than six years and numerous contract modifications and redefinitions, the Zambia HIRD Project has been able to furrow new ground in spite of these contingencies. The Zambia HIRD Project accomplishments are visible in both short- and long-term measures as well as in the ability of its Project Director to shift roles from administrator to expert consultant in various training subject matters.

The Zambia HIRD Project was guided by the Project Executive Committee which clearly demonstrated the ability of the RLA team to develop a cooperative relationship among its members.

It was a team with the ability to shepherd this project with far-reaching implications for national development in Zambia.

The Roy Littlejohn Associates, Incorporated Development Team exits this project with sincere gratitude to the U.S. Agency for International Development; and, with a great deal of pride in having provided technical assistance in critical areas of national development to the Government of the Republic of Zambia.

SECTION I: INTRODUCTION

This document represents the final report of the Zambia Human and Institutional Resources Development Project as required by AID Handbook 14, 752.7026(a)(3). Since a close-out meeting was not held with the United States Agency for International Development Project Office in Lusaka, Zambia, to discuss the format for the final report, the contractor has selected to use the format outline in AID Handbook 14 (articles referenced above). The recommended format will be prefaced by Section II, background information on the genesis of the project and the request for foreign assistance by the Government of the Republic of Zambia. Section III describes the project structure and implementation; Section IV highlights accomplishments of the assignment.

The final section of the report will be followed by an appendices section containing a description of seminars developed during the implementation period. Under separate cover, selected reports are submitted under the title "Part II, Appendices."

SECTION II: PROJECT PURPOSE AND SCOPE OF WORK

This section of the report attempts to set the tone by discussing the project idea and setting, followed by the original scope of work and subsequent contract modifications during the life of the project.

A. Genesis of Project Idea

Zambia joined the international arena of sovereign nations in 1964. During the succeeding years the responsibility for leadership and policy direction was shouldered by President Kenneth Kaunda, whose administration has been characterized by a sense of mission, forthrightness and commitment to service. Zambia's development efforts, as those of the majority of new nations formed in modern times, depend foremost upon actions taken by the state. Because of the primacy of the public sector in the developing world, the quality of life of a nation's citizens is impacted by the strength of the governmental apparatus and the capabilities of the professional level technical and administrative personnel managing key sectorial institutions.

On numerous occasions, President Kaunda has stated that one of the impediments that Zambia confronts in her desire to achieve economic, political and social progress is an inadequately trained human resource base. The country's Third National Development Plan echoed this position and stressed the importance of increasing the numbers of highly trained persons. The attempts to move the nation closer to the achievement of "Zambianization" and an economy effectively managed by Zambia's own human resources have been substantially slowed by the lack of availability of foreign exchange to support the training of Zambians abroad. It should be noted here that the term "Zambianization" refers to the replacement of expatriates with qualified Zambian nationals in all critical professional positions.

The Government of the Republic of Zambia (GRZ), concluding that foreign assistance was necessary for the alleviation of administrative shortcomings and the implementation of the national development agenda, appealed directly to the United States Government for assistance in mid-1983. This project constitutes the U.S. response to the request for human and institutional resources development assistance from the GRZ.

President Kaunda's guiding philosophy of Humanism that undergirds his aspirations for his society emphasizes a return to the traditional African values of cooperation and mutual assistance to meet the needs of all members of the Zambian national family. An implication for development is that the attainment of self-reliance/self-sufficiency is an important goal; and the realization of this goal requires trained manpower for middle and upper echelon positions in the public and private sectors. The scarcity of Zambians with the appropriate economic, technical and managerial skills to contribute to this process lends a sense of urgency to the need for specialized advanced training. Thus the skills areas identified by the GRZ as being the most essential for effective programmatic implementation and economic development are economics, management, business administration, accounting, computer science and statistics.

Important elements in Zambian development plans bring together the public and private sectors of action and also require the improvement of crucial skills as Zambianization proceeds. To reduce and eventually minimize foreign control over the private sector, independent Zambia set up umbrella public enterprises, or parastatals, with government representation on the boards of directors. Parastatals have been given a critical role in the Zambian development effort. The largest and most important parastatal is ZIMCO (Zambian Industrial and Mining Company, Ltd.) which includes over 100 commercial companies. Of these, approximately 39 industrial firms are organized under the Industrial Development Corporation, or INDECO. Other parastatal companies, some of which are involved in the purchase and sale of agricultural products, play a less important role in terms of economic activity and human resources requirements than ZIMCO. All parastatals, however, are major actors in a planned Zambian economy and, as such, bear a responsibility for sound economic policy decisions.

Whereas the private sector in Zambia is relatively small, it is growing due to the recent encouragement of entrepreneurial endeavors by President Kaunda and the introduction of economic program initiatives to assist the development of small business and village industries. Because of historical experiences, there is presently an imbalance in the contributions made to the economy by multinational corporations compared to those made by indigenously controlled enterprises. The trend, however, is toward support for greater indigenously generated economic activity. The GRZ, UNZA and donor-sponsored agencies are consistently concentrating more attention and resources on assistance to Zambian owned private firms.

While the GRZ has made great strides in improving its institutions and human resources skills, President Kaunda and numerous high and mid-level officials have shown an enthusiastic acceptance of technical assistance proposed by USAID in this HIRD project. The assistance provided had a dual thrust: a) provision for the training of Zambians in critical skill shortage areas and b) provision of assistance to strengthen designated institutions. Both major tasks were originally supposed to provide much support through instructional materials and equipment. In reality, USAID permitted only a limited amount of instructional materials support.

The objectives to be accomplished at the completion of the project were:

- an increased number of Zambians trained for high and middle level positions in the designated critical skills shortage areas;
- an improvement in the quality of administrative skills of senior and middle level managers in the Zambian civil service, parastatals and the private sector;
- an improvement in the efficiency of GRZ planning and analysis; and

- strengthening of the capacity of selected Zambian training institutions to conduct ongoing education and training programs in the critical shortage skills areas.

Project HIRD scope and objectives, determined only after extensive study of the issues under consideration, were devised by USAID and the GRZ. The conclusion of all parties to the project is that the shortage of skills in critical areas within the GRZ is pervasive. Neither this project nor any single project is able to resolve all of Zambia's manpower problems. However, the successful implementation of the proposed project would significantly facilitate efforts of the GRZ in the human resource development and management process.

B. Scope of Project

1. Original Scope of Work

The scope of work for the HIRD project was determined as a result of the priorities established by the GRZ. It was a well accepted reality that weakness in critical skill areas create an adverse impact on service delivery across all sectors. Therefore, expeditious problem resolution was necessary to develop a cadre of administrators to assure the GRZ of a highly skilled work force.

With its desire to strengthen indigenous institutions and foster improved productivity and administrative performance through the building of a self-sustaining capacity in organizations and groups, the Zambian Government stipulated the selection of the types of tasks and entities included in this project.

The dual focus was on manpower training and institution building. In an endeavor to enhance GRZ's parastatal and private business efficiency, the emphasis was placed on the training of middle and upper level professionals who have ongoing responsibility for managing organizations.

Through the provision of various types of training, as in the description to follow, it was believed that the upgrading of in-service personnel held potentials for immediate benefits for the nation as a whole. Importantly, because of a recognition of the value of utilizing all available human resources for development, the GRZ and USAID agreed to exert special efforts to include women in all aspects of training and project HIRD-related activities.

In that the strengthening of institutional capacity constituted one of the major project components, technical assistance was provided to key GRZ entities and pre-service and in-service training institutions. The organizations selected for the placement of OPEX advisors were:

- National Commission for Development Planning (NCDP). This Commission was the implementing agency for the HIRD project. Structurally placed under the Office of the President, the NCDP formulates policy in manpower development, researches and plans for manpower needs and is the agency through

which donor assistance in manpower training is coordinated. The HIRD project was scheduled to work with the Manpower Planning and Research Department. The Manpower Economist/Planner was scheduled to spend three years at the NCDP in the Office of Manpower Planning helping to strengthen the planning process, training junior staff, providing expertise in statistics and computer analysis and formulating the annual national training plan.

- National Institute of Public Administration (NIPA). The Institute has been operating since independence as the key institution for civil service training. Controlled by the Minister of State for the Civil Service and the Personnel Division in the Office of the Prime Minister, NIPA has as its role the improvement of the standards and efficiency of the civil service through the in-service training it offers. About 1,300 people a year receive training at one of the three campuses. Most trainees are civil servants but managers from parastatals and other entities also are welcome.

NIPA is ambitious in its training offerings. Two and three year diploma programs are offered along with certificate programs varying from a few weeks to a year in length and various workshops and seminars. A new program in public administration and personnel management began in 1984 and received particular attention in the HIRD project because of its concentration on middle management training. Training through NIPA is offered for clerical and accounting personnel as well as higher levels of management. Higher level training pertinent to the HIRD project is offered at the Lusaka campus and that is where the HIRD project was scheduled to concentrate its assistance.

As part of the long-term technical assistance offered under HIRD, a specialist in development management and public administration was scheduled to serve as lecturer for three years at the NIPA Lusaka campus.

- University of Zambia (UNZA). As the only academic degree granting institution in the country, the University of Zambia has major responsibility for the development of high level technical skills. At present, more than 4,000 students are enrolled in Bachelor's, Master's and Ph.D. programs, with student enrollment projected to grow to 8,000. The main campus at Lusaka, with almost 300 hectares of beautiful landscaping and breathtaking scenery, is a center for academic development. UNZA boasts a modern and quite functional physical plant.

The University of Zambia offers a full range of academic disciplines for study. Our OPEX advisors were scheduled to provide technical assistance for the improvement of course content, course integration, analytical and managerial skills. With an emphasis on basic economic principles, we had hoped to strengthen the analytical and planning capabilities of graduates as a result of OPEX placement. The Senior Statistician at the UNZA Lusaka campus was assigned to lend his special expertise in the establishment of a modern statistics laboratory accessible to all disciplines, while our Public Administrator was scheduled to facilitate long-term improvement and upgrading of the Public Administration Program.

At the Ndola campus, a Professor of Accounting was scheduled to provide assistance in staff development and acquisition of training materials and help develop new courses in financial management, financial accounting and cost accounting. In addition, we scheduled assistance in the development of an accounting library as part of the establishment of a professional accounting degree program. During the latter two years of the project, the Ndola campus was to receive a Professor of Business Administration and Management who would bring new management concepts to the business administration courses and assist in curriculum revision, workshops and training, and library acquisition decisions.

The Ndola campus of the University of Zambia offers non-degree training to the business community in addition to bachelors degree training in business and accounting. Short courses in management for executives are available, as well as assistance in the design of training courses for government, parastatals and private business.

The original Project Paper outputs are presented in Table 1.

TABLE 1
Project Output Chart

Categories	Planned Project Paper Outputs
In-country Training (Person Months)	1,000 p/mos
Long-Term Training (Person Years)	160 p/yrs
Short-Term Training (Person Months)	300 p/mos
Long-Term Technical Assistance (Person Years)	19 p/yrs
Short-Term Technical Assistance (Person Months)	60 p/mos

The elements of the Human and Institutional Resources Development Project were:

Long-term Participant Training. Zambians who currently occupy mid- and upper-level positions of the civil service, private sector of parastatals, or who could, with further training, effectively take over such positions as part of the Zambianization effort, were eligible for long-term, postgraduate training in the United States in the critical skills areas. The project provided for 160 person-years of long-term training, with the expectation that the average participant would spend about two and one-half years pursuing master's level degree-oriented training.

Short-term Participant Training. Senior managers who require new knowledge to improve efficiency and productivity were eligible for short-term, managerial and administrative training in the United States or in regional Africa institutions. About 300 months of this type of non-degree training was provided for in the project.

In-country Training. Workshops, short courses, and seminars were the main vehicles for innovative training in-country designed to meet the needs of senior and mid-level professionals for increased on-the-job effectiveness. The project provides for 1,000 person months of in-country training, envisioned to range from a day to a month in length.

Long-term Operational Experts (OPEX Advisors). Seven specialists were to be placed in operational roles in Zambian training and planning institutions to provide a total of 19 person years of technical assistance. Briefly, the seven OPEX Advisors' assignments/designations were as follows:

- Manpower Economist/Planner - first three years of project, Office of Manpower Planning, National Commission for Development Planning. Strengthening of manpower planning process, training of planners.
- Senior Statistician - first three years of project, University of Zambia/Lusaka. Establishment of statistics degree program and laboratory, development of curriculum and training manuals.
- Public Administration Professor - latter two years of project, University of Zambia/Lusaka. Development of post-graduate public administration degree program, curriculum and staff development.
- Accounting Professor - first three years of project, University of Zambia/Ndola. Development of professional accounting degree program, counterpart training.

- Business Administration Professor - latter two years of project, University of Zambia/Ndola. Development of business reference library, instruction and strengthening of curriculum.
- Development Management and Administration Specialist - first three years of project, National Institute of Public Administration. Curriculum planning and instruction, coordination of training, library development.
- Contractor Field Office Representative - life of the project, Directorate of Manpower Development and Training. Manage field operations, coordinate institutional entities, assist in selection of participants for training and determination of technical advisory needs. Work collaboratively with DMDT.

Short-term Consultancies. Approximately 60 person months of short-term consultancies were to be provided in such areas as accounting, development planning, economics, library science, management and data analysis, microcomputer programming and public administration. The project was to devote considerable effort to upgrading and broadening library holdings and other training resources within Zambian institutions charged with training and planning functions.

Commodities. Instructional materials and equipment such as audio visual, microcomputers, calculators, books and publications were to be provided under the project to support OPEX advisors and in-country training activities. Detailed commodities were to be identified and orders based on input by key field representatives.

2. Modifications in the Scope of Work

Letter Contract, October, 1985. Subsequent to the issuance of the Letter of Contract to RLA in October, 1985, the GRZ requested USAID/Zambia to reduce the level of LOP funding from \$13.028 million to approximately \$11 million. The \$2 million savings was to be used to support the GRZ's foreign exchange auction system. Fallout from the reduction of the LOP influenced many areas of the scope of work. There was a reduction in the institutional development and strengthening component of the contract. More specifically, development assistance to NIPA, UNZA/Ndola, and UNZA/Lusaka (Public Administration) was eliminated.

The provision of long-term technical assistance was also affected. The scope of technical assistance was reduced from seven positions plus Chief-of-Party to three positions including the Chief-of-Party. The Zambia HIRD project's outputs were revised in budget submission documents submitted subsequent to the issuance of the Letter Contract in October, 1985. The Letter Contract and project definition were based on the revised outputs reflected in Table 2.

TABLE 2
Project Output Chart
Revised Budget Negotiations
(85/86)

Categories	Revised Outputs
In-country Training (Person Months)	1,000 p/mos
Long-Term Training (Person Years)	148 p/yrs
Short-Term Training (Person Months)	80 p/mos
Long-Term Technical Assistance (Person Years)	8.5 p/yrs
Short-Term Technical Assistance (Person Months)	37 p/mos

A change in personnel classification occurred, of Operational Expert (OPEX) to Technical Assistant. The OPEX was a direct hire under contract to the GRZ while a technical assistant was an RLA contract employee. The change in personnel classification created some confusion among the GRZ, USAID/Z and RLA project management. This was in part due to the communication of this classification change to GRZ and RLA by the USAID/Zambia.

The commodities component was the final requirement deleted from the scope of work during this first modification period.

Definition, June 18, 1986 Modification. Although RLA had begun to identify and process project personnel and perform other related duties, the following levels of effort were defined in the June, 1986 document:

- Long-term OPEX Advisory Assistant. The contractor provided a total of three persons composed of: a Development Management Specialist/Chief-of-Party based at NCDP for the life of the project; a Manpower Economist/Planner based at NCDP for three years; and a Senior Statistician based at UNZA for two years.
- Short-term Consultancies. The contractor was to provide 37 person months of short-term consultancies in areas to be determined by the Project Executive Committee.

- Contractor Headquarters Support. The contractor was required to select, process and field OPEXs and short-term consultants; provide administrative, logistical and back-stopping support for the project; and provide overall contract administration support.
- Training. The contractor was required to provide 148 person years of long-term M.S. degree level training; 80 person months of short-term U.S. and Third Country training; and, 1,000 person months of in-country training for junior and mid-level Zambian personnel in technical, administrative and management positions in the government, parastatals and private sector.

In August, 1986 the new Mission Director redesigned the Zambia HIRD project in an effort to focus on economic reform under the auspices of the International Monetary Fund and World Bank program. A final discussion paper and draft project paper supplement was finalized in late Fall, 1986.

The finalized documents were submitted to the GRZ for review and acceptance. The GRZ desired to continue with the original project paper design and resisted the re-focus attempts by US/AID. Meanwhile, the GRZ withdrew from the IMF in May, 1987.

The aforementioned activities coupled with USAID/Zambia's decision to wait for the release of the GRZ's Economic Reform package and numerous changes in the NCDP Permanent Secretary partially impaired project operations.

During June, 1988, the acting Mission Director met with the recently appointed Director General of NCDP to discuss management and implementation issues related to the HIRD project. The outcome of these meetings was reflected in a general agreement to:

- use the original project paper as the term of reference;
- have PEC become fully active with oversight responsibilities; and
- assess the implementation of in-country training.

As a result of the meeting during June, 1988, the GRZ agreed to resume the project activities with the PEC participating fully in the decision making capacity.

Project Paper Amendment No. 1, 1989. A Project Paper Amendment was developed to reflect the numerous changes in the project -- changes in the language and in the level of effort.

A summary of these changes were:

- Deletion of language in the project authorization covenanting the GRZ to provide housing and salary in Zambian/Kwacha for all long-term OPEXers;
- Reduction in the number of long-term OPEX positions from seven to three;
- Extension of the PACD from September 30, 1990 to June 30, 1991;
- Reduction in the authorized funding for the life of the project from \$13.028 million to \$11.028 million; and
- Adjustment in the anticipated magnitude of project outputs as reflected in Table 3.

Shortly after the Project Paper Amendment, during 1989, the subcontractor (University of Maryland Eastern Shore) responsible for the in-country training component withdrew from the contract because of inability to deliver services in the manner required by USAID/Zambia. RLA, the prime contractor, assumed responsibility for this component.

TABLE 3
Project Output Chart
Revised March, 1989

Categories	Revised Outputs
In-country Training (Person Months)	500 p/mos
Long-Term Training (Person Years)	75 p/yrs
Short-Term Training (Person Months)	60 p/mos
Long-Term Technical Assistance (Person Years)	3.5 p/yrs
Short-Term Technical Assistance (Person Months)	60 p/mos

In April 1990, RLA submitted documentation for reallocation of the contract budget, including the following features:

- Replacement of the Chief-of-Party and dependent related entitlements;
- Expansion of the Educational Coordinator's duties to include the identification of reference materials, development and support of two additional seminars (Management II/Re-Entry); and
- TCC increase related to the extensions of long-term participant programs from December 1990 to May/June 1991, and an increase in short-term training new starts.

RLA received the USAID/Zambia Mission's endorsement of project activities and personnel actions from the Mission Director in April 1990. Further, the content of the April 25, 1990 document was discussed with the Regional Comptroller prior to the endorsement meeting and hand carried these reallocation documents to Nairobi, Kenya, in the company of the RLA project director.

Project Implementation Order/Technical Services, June 30, 1990. In June, 1990 USAID/Zambia submitted a Project Implementation Order/TS to the USAID Regional Office (REDSO) in Kenya. Table 4 represents the level of effort resulting from minor changes in the PIO/TS.

TABLE 4

Project Output Chart
Project Implementation Order/Technical Services
June 30, 1990

Categories	Revised Outputs
In-country Training (Person Months)	100 p/mos
Long-Term Training (Person Years)	75 p/yrs
Short-Term Training (Person Months)	30 p/mos
Long-Term Technical Assistance (Person Years)	9.5 p/yrs
Short-Term Technical Assistance (Person Months)	14 p/mos

REDSO notified USAID/Zambia of the need for additional justification for the increase of approximately \$62,000.00 in the budget. USAID/Zambia subsequently requested and received a line item justification from RLA.

In March, 1991, after repeated inquiry, RLA was informed by the Project Manager/USAID/Zambia, that no action had been taken on the revision because of a change of personnel at REDSO and issues related to documentation at the time of submission during the Summer 1990.

During the project director's April 1991 visit to the field office in Lusaka, RLA was instructed to contact REDSO regarding the April 1990 budget revision. Prior to contacting REDSO, RLA received correspondence from AID/Zambia indicating that it desired to enter into a "No Cost Extension" of the Zambia HIRD Project through September 1991. RLA consented to this extension by signing the document of agreement.

RLA submitted a reallocation plan reflecting the April 1990 issues and a three month project extension through September 1991 for approval. USAID/Zambia received the reallocation plan.

Additionally, the Project Manager/USAID/Zambia had begun discussions concerning the work to be performed during the three month extension, including management of long-term participants and development of technical reports.

In light of the actions and agreements referred to earlier, together with the fact that USAID/Zambia Mission approved and authorized payment for a training associated extension, expenses, and other activities contained in the aforementioned documents, RLA relied on these agreements and continued to perform in good faith.

Nevertheless, without prior knowledge (although the project director and the Chief-of-Party, who was housed at the USAID/Zambia Mission, received facsimile messages on June 13, 1991 indicating that the Mission has extended "the HIRD Project's PAO CD to September 30, 1991"), the RLA contract expired on June 30, 1991.

Table 5 reflects a chronological summary of project outputs over the life of the project.

TABLE 5

Chronological Summary
Project Output Chart

Categories	Original Project Paper	Revised Budget Negotiations	Amended Project Paper 3/89	Project Implementation Order Tech. Svcs 6/30/90
In-country Training (Person Months)	1,000 p/mos	1,000 p/mos	500 p/mos	100 p/mos
Long-Term Training (Person Years)	160 p/yrs	148 p/mos	75 p/mos	75 p/mos
Short-Term Training (Person Months)	300 p/mos	80 p/mos	60 p/mos	60 p/mos
Long-Term Technical Assistance (Person Years)	19 p/yrs	9.5 p/yrs	9.5 p/mos	9.5 p/yrs
Short-Term Technical Assistance (Person Months)	60 p/mos	37 p/mos	30 p/mos	14 p/mos

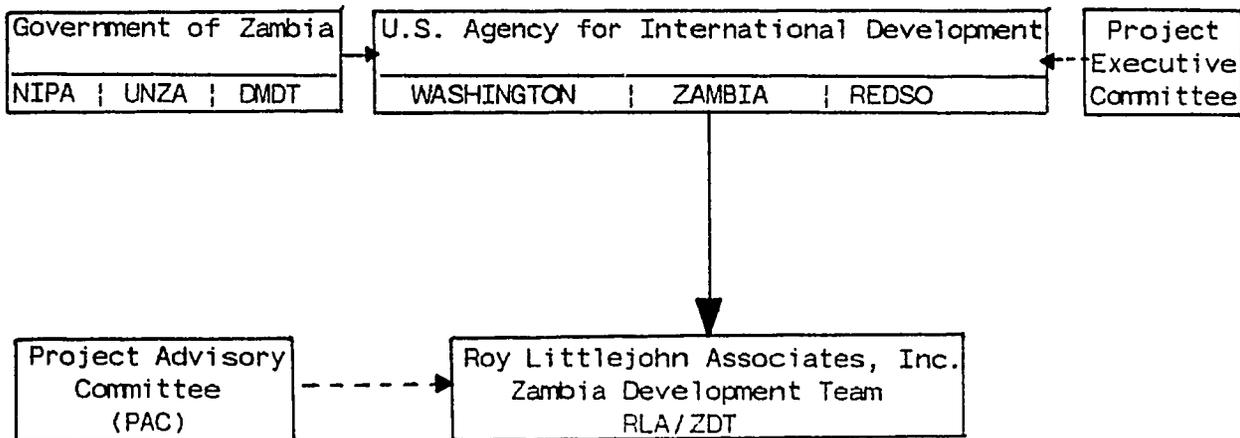
SECTION III: PROJECT STRUCTURE AND IMPLEMENTATION

A. Project Structure

The three major contract entities are: the Government of the Republic of Zambia (GRZ); the Agency for International Development-Washington (US/AID) and the Agency for International Development Zambia (AID/Zambia); and Roy Littlejohn Associates-Zambia Development Team (RLA/ZDT). The relationships between these project principals is schematically represented in Figure 1. As shown in Figure 1, the interactions between the project contractual team impacts project functions, types and lines of authority, and task assignments to project staff.

FIGURE 1

Project Structure



Agency for International Development (AID). Three units of the Agency for International Development were involved in the functioning of this project. AID/Washington was responsible for the initial contract negotiation, the AID Regional Financial Management Center in Nairobi, Kenya was responsible for financial management, and AID/Zambia was responsible for the management of the Project. Of the three AID units, AID/Zambia had the major responsibility for the Zambia HIRD Project.

AID/Zambia provided guidance, project support, and served as a liaison with the GRZ. The Project Manager was the ranking AID/Zambia official assigned to oversee the Zambia HIRD Project. This individual was assisted by a Personal Service Contractor and the AID/Zambia Training Officer, who were responsible for technical monitoring and informing the AID Mission and USAID of the progress and/or problems with the contract.

Government of the Republic of Zambia. The Government of the Republic of Zambia, through the National Commission for Development Planning, had the primary responsibility for coordination of project activities in Zambia. This included the development of an annual National Training Plan and administration of training for Civil Service, parastatal and private sector participants through the Directorate of Manpower Development Training within the Cabinet Office. The DMDT was responsible for the identification of candidates for training and the training program for the public sector including the implementation of training plans prepared by the NCDP and approved by the Project Executive Committee.

The Project Executive Committee (PEC) was composed of representatives from U.S. Agency for International Development, Zambia (USAID/Zambia), National Commission for Development Planning (NCDP), Directorate of Manpower Development (DMDT), Ministry of Agriculture (MOA), University of Zambia (UNZA), Ministry of Finance and Roy Littlejohn Associates, Inc. (RLA), and chaired by the Acting Permanent Secretary of NCDP. In addition, the PEC was augmented by parastatals, private sector, and in-country training institutional representatives on an ad hoc basis.

The responsibilities of the Committee included:

- selection of participants for long-term postgraduate training in the United States;
- recommendation of participants for short-term non-degree training in the U.S. and third-country institutions;
- selection of candidates for short-term diploma and certificate level training in Zambia;
- approval of the selection of U.S. training institutions; and
- selection and/or approval of recommendations by participating ministries, parastatals, employers or participants for short-term special seminars and workshops provided by Zambia institutions.

The PEC had a Training Subcommittee unit chaired by the head of the Human Resources Department of NCDP. This unit's primary responsibility was to review training planning and submit findings and recommendations to the Committee of the whole.

Roy Littlejohn Associates, Inc./Zambia Development Team (RLA/ZDT). The RLA/ZDT was responsible for the total administration of the Zambia HIRD Project; including Home and Field Office support, Participant Training, Expert Consultants, and Short-term In-country Training.

The RLA/ZDT unit was composed of the prime contractor, the TransCentury Corporation (TCC), subcontractor, and the University of Maryland Eastern Shore (UMES), also a subcontractor. UMES withdrew from the contract in July 1989.

RLA/ZDT was administered by a Project Advisory Council (PAC) composed of top managerial representatives of the three entities. The PAC met periodically to perform the following functions:

- provide advice/recommendations on implementation of all project phases (OAA, PT and STAA);
- provide advice on the monitoring/evaluation of all project components;
- provide recommendations on the use of all short-term consultants;
- provide recommendations on ways to strengthen all participant training activities;
- provide general recommendations for selection, purchase of commodities and equipment; and
- provide recommendations on overall delivery of project services.

The total RLA/ZDT project was managed by the Home Office with the support of the Field Office staff. The Home Office, located in the United States, was responsible for the provision of Expert Consultancy, Participant Training, and short-term Advisory Assistance support.

The first unit of the Home Office staff was responsible for Administration, Expert Consultants and In-country Training. This unit was headquartered at Roy Littlejohn Associates, Inc. Washington, D.C. and supervised by the RLA/ZDT Project Director. The Project Director performed the following duties:

- liaison with AID/Washington and AID/Zambia;
- overall project supervision;
- assembling the PAC;
- recruitment and contract negotiation with the OPEX advisors;
- coordination of reports; and
- backstopping for the Project.

The Project Director was also responsible for the identification, selection, and logistical short-term assistance; and, development of training materials and conduct of in-country training courses.

The second unit was located in Lusaka, Zambia at the AID/Zambia Mission. This office was headed by the RLA/ZDT Chief-of-Party. The Field Office was responsible for the following services:

- facilitation of the processing of U.S. participants and support services in-country and third-country training participants;

- advisory support between U.S. based training and the in-country recordkeeping process;
- assistance in the design and implementation of in-country training;
- assistance in the coordination of institutional development activities sponsored by HIRD; and
- assistance to AID/Zambia in the preparation of AID documents for U.S. training.

B. Project Components

The three Project Components of the Zambia HIRD Project were Long-term Advisory Assistance, Short-term Advisory Assistance and Participant Training.

Long-Term Advisory Assistance. The RLA/ZDT provided long-term technical expertise and short-term consultancies to the Zambia HIRD Project. The RLA unit of the RLA/ZDT was responsible for the provision of the long-term technical assistance through Expert Consultants assigned to work collaboratively with RLA/ZDT Field Office, AID/Zambia, NCDP and UNZA.

RLA/ZDT identified at least two candidates for each position. RLA/ZDT notified the candidates of their selection; briefed the candidates on the specifics of the assignment; and, made initial employment offers. The acceptance of the employment offer by the candidates was followed by the formal contract negotiation and solidification.

RLA/ZDT conducted a comprehensive orientation of team members in two phases: a) at the RLA Headquarters (home office prior to departure for Zambia); and b) at the RLA/ZDT field office in Lusaka.

The orientation featured oral presentations and informal discussions with opportunities for questions and answers and lively dialogue on all aspects of the assignment. A small orientation document was prepared and provided information from the oral presentations.

With orientation and the benefit of extensive dialogue with all members of the RLA/ZDT who had traveled, visited and worked in Zambia, our advisors had extensive knowledge and a more relevant understanding of the exigencies of their respective positions.

Upon arrival in Zambia, an in-country orientation was performed through the RLA/ZDT Field Office. Because of the comprehensive understanding of the recent history of problems indigenous to Zambia which our Chief-of-Party brought to this project, we assisted in all aspects of this orientation.

Actual placement occurred following in-country orientation. It normally occurred immediately after orientation. As placement occurred, procedures for ongoing monitoring and coordination by the RLA/ZDT Chief-of-Party were implemented. The Advisors were informed of procedures whereby they could receive

assistance from the field office and keep the field office informed of their status. These procedures were communicated, and tools for their use provided, during U.S. and in-country orientation.

Ongoing support to Advisors was as unobtrusive as possible and efficiently organized to insure that essential support was timely and responsive. We believe unobtrusiveness is important so that the project's field office support does not intrude on the relationships the Advisor has with the host institution. The orientation provided during stateside orientation sessions covered all aspects of logistics and how RLA/ZDT, through field office and backed by the home office, maintained timely flow of information.

Short-Term Advisory Assistance. Short-term Advisory assistance was provided by RLA/ZDT to the project. Short-term assignments ranged from 30 to 60 days in duration and were used to support GRZ advisement and in-country training activities.

The selection of expert consultants was based on task specifications, duration of assistance, field placement times, duties, and duty post in Zambia. The RLA/ZDT Field Office was scheduled to notify the Home Office of all requests for assistance 90 days prior to request for service provision. Because of extenuating circumstances related to the frequency of PEC meetings, the Home Office often was required to adhere to a 30 day schedule.

Dossiers of the best expert consultant candidates were submitted to the RLA/ZDT Field Office by the AIR Courier Service or other means for consideration by the PEC or GRZ designate for final selection and approval.

Subsequent to approval of the expert consultant candidates by the GRZ and formal acceptance of the assignment, a brief orientation was provided. This orientation was given by RLA/ZDT followed by a more extensive orientation by the Field Office.

Actual placement occurred following the orientation in the U.S. The Chief-of-Party was notified of the arrival of each expert consultant at least one week prior to placement so that procedures for ongoing monitoring and coordination of technical assistance activities could be implemented. Procedures for interaction with the field office staff, host institutions and the PEC were communicated once the candidates were placed.

Depending on the actual length of stay of each expert consultant, logistics support was provided in an efficient and timely fashion.

Participant Training. The RLA/ZDT team provided three types of training for the Zambia HIRD Project. This training included long-term training, short-term U.S. or third-country training, and short-term in-country training.

Long-term training and short-term training were the responsibility of the RLA/ZDT TransCentury Corporation unit. The long-term training was conducted in the United States for upper and middle level GRZ Civil Service employees at the postgraduate level. A total of 75 person years of long-term training assistance was provided under the project. Assuming the average length of the

Long-term M.A. degree training for each participant to be two and one-half years, a maximum of 35 Zambians received such training. It must be noted, however, that because of deficiencies in the undergraduate degree training received by many Zambians who were selected for long-term training, particularly in those programs requiring a solid foundation in the natural sciences and quantitative skills, remedial or preparatory training was required prior to pursuing their M.A. or M.Sc. degree programs.

Short-term U.S. and/or third-country training was provided for senior-level managers and administrators in the Civil Service and parastatals. This non-degree training involved third-country regional institutions, U.S. institutions, and U.S. Government facilities funded under this project. A total of 60 person months of short-term training was provided by the Zambia HIRD Project.

Initial Planning. An overall long-term training plan was designed by the Project Executive Committee which integrated participants' training, technical services and in-country training goals. Selection of participants and determination of fields of study were the responsibility of the Committee. RLA/ZDT/TCC worked closely with the Committee and the Chief-of-Party to target courses of study and ensure that training abroad complemented all in-country activity for human resource development.

USAID prepared Project Implementation Orders (PIO/P) for each participant, including specifics concerning field of study, possible suggested institutions or special courses and, when considered necessary, suggested areas of specific skills development. Special consideration was given to preparing potential long-term candidates for taking the TOEFL, GRE and GMAT tests. RLA/ZDT/TCC worked closely with the RLA Chief-of-Party and AID/Zambia to provide study booklets and an opportunity for candidates to take practice tests.

The Participant Training Coordinator was scheduled to travel to Zambia each year to interview participants and for consultation with the Project Executive Committee, USAID and relevant Zambian institutions. Such a consultation expanded the base of information available to the Committee for making training decisions and ensured that the study programs decided upon and undertaken by the participants met the goals of the Government of Zambia regarding professional environment, systems and operations. The Participant Training Coordinator discussed with the Committee not only regular course programming, but also the need for specialized design of short courses to meet specific training needs.

The Participant Training Coordinator also conferred with the Committee and USAID to be certain that all parties were clear as to the kinds of documentation required from each participant, which included such things as accurate descriptions of required training, biodata, certified transcripts and diplomas from all institutions attended, letters of recommendation, standardized test scores (such as SAT, TOEFL, GRE), photographs and short writing samples. Timing of material submission to universities, of arrival and of orientation were also important points to clarify with the Committee and with AID/Zambia.

Short-term training was also the responsibility of the RLA/ZDT/TCC, a description of which is contained in the discussion that follows.

The placement, orientation and management process for short-term students was the same as those for long-term participants. Short-term training, however, required highly individualized design to meet unique needs. Short programs were more difficult to arrange than long-term degree programs and often required a longer lead time for effecting arrangements than degree program placement. The full range of reporting and management was necessary, yet placed into a shorter period of time. Finally, special efforts were necessary to assure that short-term participants felt a part of the overall participant group.

For short-term, non-degree third-country training in Africa, RLA/ZDT/TCC optimized the use of educational consultants in Africa on an as needed basis for site visits, program planning and participant support.

As is true of U.S. training, all administrative and fiscal support were continued directly from RLA/ZDT/TCC to the participant and institution.

Consultants and RLA/ZDT/TCC staff living in or visiting Africa gathered materials pertinent to the country, institution and program to which the participant was assigned, which would better orient him or her to the coming training experience.

In-Country Training. The short-term in-country training program was designed to assist in the strengthening of the management of the Zambian economy by training mid- and upper-level officials. The program strived to upgrade technical and administrative skills and knowledges of middle and upper-level officials in key ministries, parastatals, and private organizations whose duties and responsibilities affect management effectiveness.

The project provided institutional training materials as a reference point for future training activities and projects. This was designed to strengthen the capacity of the Zambian institutions in conducting ongoing education and training in the currently identified critical shortage skill areas.

Finally, the in-country training allowed Zambian officials to play a key role in identifying future critical skill areas, and any changes that might develop, to enable the proposed training workshops to be relevant and current. Input to the training process was critical and done through working sessions and interaction between USAID, GRZ, PEC, RLA/ZDT, and the Chief-of-Party, HIRD.

The RLA/ZDT Field Office was responsible for scheduling training sessions in collaboration with the PEC. Once the schedule had been approved locally, it was then forwarded to RLA/ZDT in Washington for planning, identification and selection of prospective expert consultants, the purchase of supplies, and final delivery of items to the field.

The selection and orientation of all participants for the specific training was done by the RLA Field Office in conjunction with the PEC. Pre-approved training selection criteria were developed and utilized in making the selections of the candidates.

The PEC and the Chief-of-Party, HIRD, were responsible for reviewing all applications and the making of the final decisions. The Chief-of-Party, HIRD, also prepared training protocols, rules and regulations for travel, lodging and other logistical matters for the participants. Orientation materials for participants were part of the training and the manual designed by the Expert Consultant. This information was provided to the consultant by RLA Home Office after receipt of the information from the Chief-of-Party.

Again, the Chief-of-Party provided logistical support in the conduct of any short-term in-country training. This was inclusive of logistics for both the Expert Consultant and the participants when appropriate.

C. Project Implementation

Project implementation is essentially a discussion of the delivery of outputs. In considering outputs, it must be noted that due to several changes in the project design coupled with convoluted delays, the determination of a true foundation upon which to assess accomplishments is difficult at best.

Circumstances precipitating change in the HIRD project began even before the contract award. A number of modifications were made through Project Paper Amendments, PIO/TS, memoranda and other documents.

Therefore, the degree of success of the project is dependent upon whether the project is viewed from the original project paper in 1985 or the amended project paper, December 1988.

While data are presented from the original project paper, the amended project paper (1989) is the measure used for this discussion.

The contract amendment dated March 1989 provided for the levels of effort contained in Table 6.

TABLE 6
Technical Assistance

Category	Original PP	Amended PP	Actual June 30, 1991	Rate of Realization
Long-Term	19 p/yrs	9.5 p/yrs	9.5 p/yrs	100%
Short-Term	60 p/mos	30 p/yrs	29.9 p/mos	96%
U.S.	-	-	7.90 p/mos	
African	-	-	3 p/mos	
Zambian	-	*	18 p/mos	
Field Office	**	**		

*Locally hired trainers paid out of counterpart funds.

**Field Office personnel (Chief-of-Party) included in Long-Term Assistance Category

More specifically, the levels of effort included:

- Long-term technical assistance, 9.5 person years including Chief-of-Party/Development Management Specialist at 62 person months;
- Manpower Economist/Planner at 22 person months; and
- Senior Statistician at 30 person months.
- Training 1,450 person months - Long-term, 75 person years (900 p/m) - Short-term, 60 person months - In-country, 500 person months
- Commodities (Instructional Materials) \$150,000 in support of in-country training; and
- Overall contract management, technical assistance and participant training (Home Office).

Using the March 1989 terms of reference, RLA performed the tasks set forth in the Statement of Work. Further, based on the October 1990 external evaluations:

In total, RLA and its subcontractor TransCentury seem to have done a basically good job in meeting the terms of the contract with USAID within a fast changing environment.

The 'Field Office' reportedly has done an outstanding job in keeping the project operating during 1987-88 period of uncertainty; and, most recently, in the intergovernmental relationship crisis.

The technical assistance to GRZ was questionable since it was terminated prior to the end of the contract. Here it is important to note that the functional title for personnel designated Operational Expert (OPEX) was changed to Technical Assistant. This change of personnel title was done without notice to the contractor or his personnel until well after the action had been taken. The importance of this change is reflected in references to these two title designations.

Standard operating procedures, according to the Project Paper, are that:

- The OPEX arrangement requires that a qualified Zambian be trained to fill the positions occupied by each OPEX advisor;
- An OPEX advisor is supervised by the GRZ agency to which the individual is assigned;
- Housing and local salaries commensurate with the post and qualifications of the Advisor are provided by the GRZ; and

- Technical assistance is provided in an advisory capacity to the designated agency as opposed to the personnel occupying a specific job.

Judging from the previous discussion, the subject of role confusion and responsibility can easily be detected. Further, the use of the OPEX relationship must be clarified early on in the project negotiation process. USAID and the participating country must establish a bilateral agreement with specific language addressing legitimate authority, tasks and sites of assignment, and counterpart relationships. USAID and the participating government should revise this agreement with each change of supervisor or responsible agency. The sum total of these steps would help minimize frustration of agency personnel and OPEX advisors in these types of relationships.

Role confusion existed in the case of the technical assistance personnel of the HIRD project -- as mentioned previously. This was partially due to the many false starts and other circumstances beyond the control of the contractor or personnel.

In the case of the Senior Statistician, the rating of "outstanding" was received for the majority (2 years) of his three year assignment. He developed curriculum for the use of the department, taught in the department, and developed a plan for the establishment of a Statistics Laboratory. The notes and curriculum manual and statistics laboratory design were received by UNZA.

In Fall 1988, the administration in the statistics department changed at UNZA. The new administration's priorities and philosophy were different, which led to the abolishment of the proposed statistics laboratory and change in curriculum.

The curriculum manual, notes and statistics laboratory design were received by UNZA, in addition to a top of the line computer system, attachments and software which were to have been the first part of the statistics laboratory.

The Home Office performed all tasks required in the amended Statement of Work. The Home Office designed and participated in the conduct of two midwinter seminars and one in-country seminar. Although not originally required by the Statement of Work, the Home Office at the request of USAID/Z submitted a detailed compilation of participant training costs, separate and apart from billing requirements.

TransCentury Corporation met all of the requirements of the subcontractor - participants and supervisors were satisfied with support provided by TCC.

Long-term training realized was 106 percent. The rate of realization of short-term training was 45.25 percent and in-country training 88.21 percent.

TABLE 7

Number of Long-Term, Short-Term, In-Country
and Midwinter Trainees By Gender

	Long-Term Participants		Short-Term Participants		In-Country Participants		Midwinter Participants		Total Participants	
	No.	%	No.	%	No.	%	No.	%	No.	%
Female	10	28.5	6	14.5	80	43	15	31	119	36
Male	25	71.5	35	85.5	117	57	33	69	210	64
	35	100	41	100	205	100	48	100	329	100

While gender was not a specific requirement in the selection of individuals for training, the Zambia HIRD project and USAID/Zambia adopted the women in development as a standard. Based on this standard, 36 percent of the total training population were of the female gender, as indicated in Table 7.

Training provided by the HIRD project in (critical skill areas) is presented in Table 8 (next page). Of the participants trained, economics is ranked at 68 individuals or 20.7 percent.

The percentage of long-term participant training may appear to be out of line with other disciplines; however, the subject matter course offerings vary from institution to institution. In some cases, an individual's program in management, administration or other discipline majors may be under the economics department. In other cases, the ease of admission to other degree programs may be influenced by demand (large number of applications); therefore, the applicant opts to enroll in another department. The enrollment in a second department does not diminish the degree to which the individual is able to fulfill his or her educational objectives.

Other areas of training included Accounting and Statistics at approximately three percent; Business Administration, 18.2 percent; Public Administration, 9.4 percent; Management, 17.6 percent; Computer Science, 6.4 percent; Banking and Finance, 19.8 percent; and other areas, 4.3 percent.

Although some training does not seem to fit the critical skill areas, it reflects the priority of the PEC; therefore, it reflects the overall intent of the project.

Finally, training provided by sector is presented in Table 9 which reflects government (public), parastatal, and private participant training.

TABLE 8

Number of Long-Term, Short-Term, In-Country Participant Trainees
By Type and Critical Skill Area

Critical Skill Area	Long-Term		Short-Term		In-Country		Midwinter		Total	
	Participants		Participants		Participants		Participants		Participants	
	No.	%	No.	%	No.	%	No.	%	No.	%
Accounting	1	2.9	0	0					1	3
Economics	16	45.9	4	10			48	100	68	20.7
Statistics/Math	3	8.6	8	20					11	3.3
Business Administration	4	11.2	0	0	56	27.3			60	18.2
Public Administration	4	11.2	2	5	25	12.2			31	9.4
Management	0	0	10	24	48	23.4			58	17.6
Computer Science	0	0	1	2	20	9.8			21	6.4
Finance/Banking	2	5.9	7	17	56	27.3			65	19.8
Others (not specified)	5	14.3	9	22					14	4.3
	35	100	41	100	205	100	48	100	329	100

TABLE 9

Participant Training
By Type and Sector

Sector	Long-Term U.S. Participants		Short-Term U.S. and 3 rd -Country Participants		In-Country Participants		Midwinter Participants		Total Participants	
	No.	%	No.	%	No.	%	No.	%	No.	%
	Government	23	66	31	75.6	106	51.7	40	83	200
Parastatal	12	34	9	22	71	34.6	0	0	92	28
Private	0	0	1	2.4	28	13.7	8	17	37	12
TOTAL	35	100	41	100	205	100	48	100	329	100

Although no long-term participants from the private sector received training, one person from the private sector received short-term training and 28 received in-country training. The government sector, as expected, represented the largest number of participants in every category: long-term participants, 23; short-term participants, 31; and in-country training, 106. The parastatal participants numbered 12 long-term participants. The other major group was from the Bank of Zambia: 9 short-term and 71 in-country training participants.

SECTION IV: ACCOMPLISHMENT OF ASSIGNMENT

The delivery of assistance to the GRZ was accomplished through the provision of the intended services cited earlier: technical assistance, training and instructional materials. Here we shall summarize briefly how the assignments were accomplished in each specified area.

A. Technical Assistance

Long-Term Technical Expert. Three technical assistants were placed in operational roles in training and planning institutions in Zambia. These individuals were recruited to perform separately with various institutions for a total of 9.5 person years. The technical expert designations were as follows:

- Manpower Economist/Planner was assigned to NCDP for 22 person months. The individual provided assistance in the development of assessment tools to be used in the conduct of manpower studies undertaken by this institution.
- Senior Statistician provided 30 person months of assistance to UNZA, Lusaka. In the capacity of Senior Statistician, this individual developed a prototype model for a statistical laboratory and specifications for a computer network system purchased by the HIRD project for UNZA. He developed a curriculum and provided instructions to matriculating students in the Statistics Department.
- Chief-of-Party(s) managed the field operation, coordinated institutional entities, assisted in selection of participants for training and determined technical advisory needs. The individuals serving in this capacity provided 62 person months of technical assistance in support of the HIRD project.

The Zambia HIRD project provided a total of 9.5 person years of technical assistance in this category. The project accomplished a 100 percent rate of realization of planned outputs in technical assistance.

Short-Term Consultancy. Short-term consultancy was used to support the in-country training and other project seminars. In this instance, the HIRD project developed a mechanism that incorporated a counterpart relationship among the project and Zambian nationals. This relationship enabled Zambian nationals and other indigenous persons to serve as facilitators to Expatriate Expert Consultants or Expert Consultants in the provision of in-country training.

The HIRD project accomplished 96 percent of its rate of realization for planned outputs or 29.9 person months in the short-term consultancy category.

B. Training

The HIRD project provided for the delivery of three types of training described earlier and in the following discussion.

Long-Term Participant Training. A total of 35 Zambians have undertaken long-term training in the United States, 34 at the master's degree level, and one student for the Ph.D. They were nominated principally from NCDP, NIPA, UNZA, Copperbelt University, the Bank of Zambia, Ministry of Finance, Ministry of General Education Youth and Sports and the Ministry of Foreign Affairs. At the conclusion of the project three participants were transferred to OIT for completion of the final stage of their degrees in the United States and were expected to return to Zambia by the end of September of this year. Thirty participants have completed their studies and returned to Zambia. Two students were returned without having completed their degrees. The HIRD project provided 79.57 person months of long-term training for an accomplishment rate of 106 percent of planned project outputs.

Under the long-term training component of the Project, two management training seminars were organized for participants in the United States, designed to provide practical exercises to help the students adapt their newly acquired skills to the national development needs of Zambia.

Short-Term U.S. and Third Country Training. A total of 41 senior managers who required managerial and administrative training were sponsored under this project. These individuals were trained in the United States and/or in regional Africa institutions. The rate of realization of planned project outputs was 42 percent or 27 person months.

In-Country Training. In its in-country training operations, the HIRD project endeavored to respond to training needs identified by the GRZ while working closely with the National Institute for Public Administration and Management Service Board and incorporating the use of local experts and consultants. Table 10 summarizes In-country Training and Seminar Activities.

Under the in-country training operations, eleven seminars and workshops were organized which provided intensive training for more than 253 Zambian nationals.

Two of the courses were organized to provide training in 'foreign exchange and banking transactions' concerned with financing foreign trade operations. These two seminars were specifically developed in response to requests from the Bank of Zambia, the Zambia Export-Import Bank and the National Commercial Bank. Some 56 staff members from the participatory institutions participated in these two seminars.

The 'Improving Negotiating Skills' seminar was designed to enhance the skills of senior Zambian government officials in dealing with foreign investment agreements and international donor assistance.

TABLE 10

Rate of Realization Summary For Planned Training Activities

Type of Training	Planned in Project Paper	Planned in Project Paper Amendment	Realized at Project Completion	Rate of Realization	Actual Number of Participants Trained
Long-Term U.S.*	160 p/yrs	75 p/yrs	79.57 p/yrs	106%	35
Short-Term U.S. & 3 rd -Country	300 p/mos	60 p/mos	27 p/mos	42.25%	41
In-Country	1,000 p/mos	100 p/mos	57.68 p/mos	57.68%	205
Midwinter**			30.53 p/mos	30.53%	48
			88.21%	88.21%	253

*Four of these participants were sent on training through OIT

**Component of In-country Training

The project management course was separated into two parts. Part I focused on tools and techniques of project management and attributes required of a project manager or coordinator. Part II focused on the use or application of computers in project management.

The next two seminars were crafted to render assistance in the field of Women in Development. "Women Entrepreneurs" focused on women in business and cottage industries while the second seminar focused on "Management Development for Personal Assistants/Secretaries."

Both of the cited seminars were extremely effective in terms of the immediate impact on the participants, and in the spin-off activities generated by these training workshops. As a follow-on to the women entrepreneurs workshop, the Management Services Board organized a one week seminar on Finance and Accounting Operations for Women Entrepreneurs. The HIRD Project sponsored five women to take part in that session. The consultant working with us on the Personal Assistants course also organized a two day Training of Trainers Workshop. This workshop, which was developed in response to a request from NIPA, dealt with Office Management and Organization. It was specially designed to enhance the training capabilities of the Secretarial Training Staff at NIPA.

The Home Office was responsible for developing and conducting three seminars. The Model Development Seminars I and II, mentioned earlier, were designed to provide the milieu for long-term participants to utilize the skills gained during their matriculation in U.S. institutions in the development of a model for development in Zambia. Technical Paper No. 1 was developed as an outcome of these activities.

The third seminar activity was the Strategic Reintegration Seminar. The purpose of this seminar was to enhance the reintegration of personnel returning from their studies and academic training programs under the auspices of the HIRD project. The seminar provided the mechanism through which the returning personnel, select members of the Project Executive Committee (PEC), and other key governmental representatives could come together to meet and confer in order to share with each other information and expectations. The seminar assisted all parties associated with the HIRD project to participate with a view to the creation of a smooth reintegration transition into Zambian society and the employing organizations by allowing returned personnel to share their expectations, perceptions and needs for the nation, employing organizations and superiors.

In the category of In-country Training, the Zambia HIRD project accomplished 88 percent of its planned output and trained 253 mid- and upper-level government officials.

C. Instructional Materials

The Zambia HIRD project provided instructional material and equipment to support project activities. During the early phase of the contract, over 50 titles including reference, manpower development, computer and statistical publications were provided to support the work of the technical experts. A

highly sophisticated computer system was also assembled for use by the Statistics Department at UNZA.

Publications. For each of the ten seminars conducted by the HIRD project, participants were given at least three publications as support materials. Additionally, five sets of materials (publications, course outline, etc.) were assembled for NIPA, MSB, AID/Zambia and HIRD Field Office to be placed in their library collections. The Expert Consultant, additionally, received a set of this same material. Using the multiplier of ten seminars times three publications times 25 participants ($10 \times 3 \times 25 = 750$), 750 publications were distributed. This 750 number added to the 50 or more titles given to institutions equals approximately 800 publications provided in connection with the In-country Training activities.

Additionally, educational and instructional equipment was provided to NCDP, MSG, and NIPA to enhance these institutions' ability to replicate training in parastatal and government facilities. Summations of these items are found in the "Presentation of Equipment" exhibits section.

Finally, Digital Equipment France CDG, through the intervention of one of RLA's consultants, agreed to donate a PC to NIPA in Zambia.

D. Conclusion

Thus it can be seen that the contract to provide human and institutional resources to assist in the development of the Government of the Republic of Zambia was indeed a challenging experience which met with a great deal of success. The measure of success is reflected in the summary of accomplishments listed below.

- Strengthened indigenous governmental and parastatal institutions through the provision of technical assistance and skills enhancement through counterpart training and train the trainer activities.
- Developed a mechanism that incorporated a counterpart relationship by enabling Zambian nationals to serve as facilitators to Expatriates Expert Consultants in the conduct of In-country Training.
- Provided educational and instructional equipment to enhance indigenous institutions' ability to replicate training in parastatal and governmental facilities.
- Provided long-term training to 35 middle and upper level government officials.
- Provided short-term training to 41 middle and upper level government officials.

- Conducted eleven In-country Training Seminars while providing training to 253 mid and upper government officials and representatives of parastatal institutions.

After more than six years and numerous contract modifications and redefinitions, the Zambia HIRD Project has been able to furrow new ground in spite of these contingencies. The Zambia HIRD Project accomplishments are visible in both the short- and long-term measures as well as in the ability of its Project Director to shift roles from administrator to expert consultant in various training subject matters.

The Zambia HIRD Project was guided by the Project Executive Committee which clearly demonstrated the ability of the RLA team to develop a cooperative relationship among its members.

It was a team with the ability to shepherd this project with far-reaching implications for national development in Zambia.

The Roy Littlejohn Associates, Incorporated Development Team exits this project with sincere gratitude to the U.S. Agency for International Development; and, with great deal of pride in having provided technical assistance in critical areas of national development to the Government of the Republic of Zambia.

APPENDIX I
Long-Term Training Participants

STUDIES COMPLETED
(Long-Term)

PIOP/P Number	PARTICIPANTS NAME	UNIVERSITY	DEGREE	FIELD	TRAINING		SEX	ADDRESS
					COMMENCED	COMPLETED		
611-0206-1-40009	Ngwengwe, Alasford	Cornell University Ithaca, NY	Ph.D.	Statistics	Sept. 85	Dec. 89	M	UNZA Box 32379, Lusaka (Dr. D. Theo)
611-0206-1-40010	Sambo, Musonda	Columbia University	MBA	Business Administration	Sept. 85	June 87	M	UNZA/N, Box 21692, Ndola (Dr. J. Tembo)
611-0206-1-40011	Chirwa, Christofa	New York University	MPA	Public Finance	Sept. 86	Aug. 88	M	MOF, Box 50062, Lusaka (Mrs. I. Kamanga)
611-0206-1-40013	Mwale, Charles T.	Western Illinois	MBA	Business Economics	Jan. 86	Jan. 88	M	NIPA, Box 31990, Lusaka (Mr. Bwalya)
611-0206-1-X0014	Musenge, Emanuel	Boston University	MS	Economics	Sept. 86	Dec. 88	M	MOF, Box 50062, Lusaka (Mrs. I. Kamanga)
611-0206-1-X0015	Nalube, John	Pittsburgh University	MS	Public Administration	Sept. 86	June 88	M	NIPA, Box 31990, Lusaka (Mr. Bwalya)
611-0206-1-X0016	Chanda, Lloyd	Northeastern University	MS	Economics	Sept. 86	Dec. 88	M	NCDP, Box 50268, Lusaka (Mr. Sikabenza)
611-0206-1-X0017	Simpassa, Felix	Washington State Pullman, Washington	MS	Mathematics	June 87	Dec. 89	M	UNZA/N, Box 21692, Ndola (Dr. J. Tembo)
611-0206-1-X0018	*Mwala, Francis	Indiana University South Bend, Indiana	MS	Accounting	Aug. 87	Dec. 89 (May 90)	M	UNZA/N, Box 21692, Ndola (Dr. J. Tembo)
611-0206-1-X0019	Tailoka, Frank	Washington State Pullman, Washington	MS	Mathematics	Sept. 86	Sept. 89	M	UNZA/N, Box 21692, Ndola (Dr. J. Tembo)
611-0206-1-X0020	Kanyangwa, Joyce	Texas Tech Lubbock, Texas	Ph.D.	Food & Nutrition	June 86	June 91	F	UNZA/RDSB, Box 32379, Lus (Dr. J. Milimo)
611-0206-1-X0024	Kaluba, Mathias S.	Univ. of Connecticut W. Hartford, CT	INCOMP.	Public Finance	Jan. 88	Apr. 89	M	MOF, Box 50062, Lusaka (Mrs. I. Kamanga)
611-0206-1-X0025	Sampule, Alfred	University of Illinois Urbana, IL	MS	Developmental Economics	Sept. 88	May 90	M	NCDP, Box 50268, Lusaka (Ms. J. Muchelenba)
611-0206-1-X0026	Chambe, Richard	American University Washington, D.C.	MA	Economics	Jan. 88	Dec. 89	M	BOZ, Box 30080, Lusaka (Mr. D.S. Phiri)
611-0206-1-X0027	Mweetwa, Jerome	University of Illinois Urbana, IL	MS	Developmental Economics	Sept. 88	Aug. 90	M	NCDP, Box 50268, Lusaka (Mr. R.L. Lichaha)
611-0206-1-X0028	Lilanda, Sylvia	University of Illinois Urbana, IL	MS	International Economics	Jan. 88	Dec. 89	F	BOZ, Box 30080, Lusaka (Mr. D.S. Phiri)
611-0206-1-X0032	Banda, Overs M.M.	Franklin Pierce Law Center Concord, NH	MIP	Master of Intellectual Property	Sept. 89	Aug. 90	M	Commerce, Box 31958, Lus (Ms. C.L.C. Ssewankambo)
611-0206-1-X0033	Banda, Peter	New Mexico State Las Cruces, NM	MS	Monetary Economics and Finance	Dec. 88	June 91	M	BOZ, Box 30080, Lusaka (Mr. D.S. Phiri)
611-0206-1-X0034	Banda, Siforiano	Ball State University Muncie, IN	MS	Economics	Dec. 88	Dec. 90	M	MOF, Box 50062, Lusaka (Mr. H. Kanga)
611-0206-1-X0035	Chibanda, Stella M.	American University Washington, D.C.	MA	Developmental Economics	Dec. 88	Dec. 90	F	i. Affairs, Box 50059, Lu (Mr. B. Chabifimbi)
611-0206-1-X0036	Chirwa, John B.	Atlanta University Atlanta, GA	MS	Economics	Dec 88	June 91	M	Commerce, Box 31958, Lus (Ms. C.L.C. Ssewankambo)
611-0206-1-X0037	Chongola, Felina	New Mexico State Las Cruces, NM	MS	Economics	Dec 88	Mar 91	M	Decentralization, Box 710 Lusapula, (Mr. S. Sichone)
611-0206-1-X0038	Kaonga, Bupe	Ball State University Muncie, IN	MS	Economics	Dec 88	May 91	F	Cabinet Office, Box 3020 Lusaka, (Mr. W.K. Kawana)

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STUDIES COMPLETED
(Long-Term) cont.

PIOP/P Number	PARTICIPANTS NAME	UNIVERSITY	DEGREE	FIELD	TRAINING		SEX	ADDRESS
					COMMENCED	COMPLETED		
611-0206-1-X0039	Kaputa, Hibby	University of Pittsburgh Pittsburgh, PA	MPA	Public Administration	Dec. 88	Dec. 90	M	KXF, Box 32708, Lusaka (Mr. R.M. Mukuni)
611-0206-1-X0040	Mtonga, Anne S.	Hampton University Hampton, VA	MS	Nursing Education	Dec. 88	Dec. 90	F	KOH, Box 30205, Lusaka
611-0206-1-X0041	Mudenda, Myers	University of District of Columbia	MS	Education Administration	Dec. 88	Dec. 90	M	General Education, Box 50093 Lusaka (Mr. M. Mushkuni)
611-0206-1-X0042	Mulomba, Morris	Morgan State Baltimore, MD	MBA	Accounting	Dec. 88	Dec. 90	M	BOZ, Box 30080, Lusaka (Mr. D.S. Phiri)
611-0206-1-X0043	Mwamba, Emmanuel*	American University Washington, D.C.	MA	Economics	June 89	Aug. 91	M	MOF, Box 50062, Lusaka (Mr. H. Karqa)
611-0206-1-X0044	Nyoni, Jennifer	University of Pittsburgh Pittsburgh, PA	MPA	Public Administration	Dec. 88	Dec. 90	F	DMDT, Box 50340, Lusaka (Mr. K.C. Ngwira)
611-0206-1-X0045	Shamatutu, Naomi M.	Florida A & M Tallahassee, FL	MS	Finance	Dec. 88	May 91	F	BOX, Box 30080, Lusaka (Mr. D.S. Phiri)
611-0206-1-X0046	Zulu, Adan	American University Washington, D.C.	MS	Economics	Dec 88	Dec 90	M	MOF, Box 50062, Lusaka (Mrs. I. Kananga)
611-0206-1-X0048	Loloji, Chisola	New Mexico State Las Cruces, NM	MS	Economics	Dec 88	Dec 90	F	MOF, Box 50062, Lusaka
611-0206-1-X0049	Sumali, Chilelwe	Atlanta University Atlanta, GA	MS	Economics	Dec. 88	June 91	M	Tourism, Box 30675, Lusaka (Mr. S.C. Mukuka)
611-0206-1-X0050	Mudenda, Choolwe	Atlanta University Atlanta, GA	MS	Economics	Dec. 88	Apr. 91	M	MCDP, Box 50258, Lusaka (Mr. J.H. Madubansi)
611-602-1-X0058	Simukonda, Isabel	Emporia State University Emporia, KS	MA	Education Administration	Aug. 89	Dec. 90	F	General Education, Box 50093, Lusaka (Mr. Y. Nyirenda)

Total Long-Term Participants: 35
Women: 10

*Mwamba completed his master's degree in December 1989, but was given a special extension, approved and supported by Copperbelt University to resit CPA Exam in United States in May 1990

APPENDIX II
Short-Term Training Participants

SHORT-TERM TRAINING

PIOP/P Number	PARTICIPANTS NAME	UNIVERSITY	DEGREE	FIELD	TRAINING		SEX	ADDRESS
					COMMENCED	COMPLETED		
611-0206-1-X0021	Kaemba, Lukwesa	Bureau of Labor Statistics Washington, D.C.	ST	Manpower Project & Analysis	6/15/87	7/24/87	M	NCDP, Box 50268, Lusaka (Mrs. J. Muchelenba)
611-0206-1-X0022	Sikapizye, Gordon	General Accounting Office Washington, D.C.	ST	GAO International Fellow Program	7/7/87	10/8/87	M	Auditor General Office Box 50071, Lusaka (Mr. S. Nundwa)
611-0206-1-X0023	Mwansa, Mpundu J.	HIID, Njoro Kenya	ST	Public Budget & Financial Management	8/17/87	9/12/87	M	MOF, Box 50062, Lusaka (Mrs. I. Kamanga)
611-0206-1-X0029	Theo, Davison	SAMSA, Arusha Tanzania	ST	Statistics	12/14/87	12/19/87	M	UNZA, Box 32379, Lusaka (Dr. D. Theo)
611-0206-1-X0029	Muwezwa, M.	SAMSA, Arusha Tanzania	ST	Statistics	12/14/87	12/19/87	M	UNZA, Box 32379, Lusaka (Dr. D. Theo)
611-0206-1-X0030	Phiri Agnes (Deceased)	Margaret Sanger New York City	ST	Family Planning	8/29/88	11/4/88	F	Panodzi Hotel Box 3545 (Mr. P. Owen)
611-0206-1-X0031	Chitundu, David	Economics Association Nairobi, Kenya	ST	Economics	9/7/88	9/9/88	M	BOZ, Box 30080, Lusaka (Mr. D.S. Phiri)
611-0206-1-X0031	Kawana, Wina	Economics Association Nairobi, Kenya	ST	Economics	9/7/88	9/9/88	M	Cabinet Office, Lusaka (Mr. K.A. Chali)
611-0206-1-X0031	Maipose, Gervase	Economics Association Nairobi, Kenya	ST	Economics	9/7/88	9/9/88	M	UNZA, Box 23279, Lusaka
611-0206-1-X0047	Diangano, David	Egypt Cent. Agency Cairo, Egypt	ST	Census Data	10/9/88	10/13/88	M	CSO, Box 31908, Lusaka (Mr. P. Hanakona)
611-0206-1-X0052	Phiri, Grace	ESAMI, Arusha Tanzania	ST	Finance Accounting	10/31/88	11/25/88	F	MOF, Box 50062, Lusaka (Mr. R.A. Nyirenda)
611-0206-1-X0053	Kabezya, Lupupa	IPS International University of Connecticut	ST	Human Resource Management	1/5/89	4/14/89	F	NCDP, Box 50268, Lusaka (Mrs. J. Muchelenba)
611-0206-1-X0054	Nawa, Likando	A.D. Little Cambridge, MA	ST	Finance	1/19/89	2/10/89	M	ExIm Bank, Box 33046, Lusaka (Mr. C.C. Mbonga)
611-0206-1-X0055	Chali, K.A.	UMES, Princess Anne, Maryland	ST	Management Seminar	12/22/88	1/4/89	M	DMT, C. Office, Box 50340
611-0206-1-X0055	Chipoma, Raymond	UMES, Princess Anne, Maryland	ST	Management Seminar	12/22/88	1/4/89	M	NCDP, Box 50268, Lusaka (Dr. L. Chivumo)
611-0206-1-X0056	Phiri, T.J.C.	IPS International University of Connecticut	ST	Accounting	1/4/90	3/17/90	M	UNIP, Box 30302, Lusaka
611-0206-1-X0057	Chongo, Rabbison	Various Sites USA	ST	Toll Gate Management	1/29/89	2/8/89	M	MOF, Box 50062, Lusaka (Mr. L. Nkhata)
611-0206-1-X0057	Munalula, Leonard	USA	ST	Toll Gate Management	1/29/89	2/8/89	M	MOF, Box 50062, Lusaka (Mr. L. Nkhata)
611-0206-1-X0057	Nkunika, Japhter	USA	ST	Toll Gate Management	1/29/89	2/8/89	M	MOF, Box 50062, Lusaka (Mr. L. Nkhata)
611-0206-1-X0059	Kaemba, Lukwesa	ESAMI, Arusha Tanzania	ST	Statistics	3/6/89	3/24/89	M	NCDP, Box 50268, Lusaka (Mrs. J. Muchelenba)

SHORT-TERM TRAINING

PIOP/P Number	PARTICIPANTS NAME	UNIVERSITY	DEGREE	FIELD	TRAINING		SEX	ADDRESS
					COMMENCED	COMPLETED		
611-0206-1-X0061	Sianga, Stephen	ESAMI, Swaziland	ST	Managing Training	Mar. 90	Mar. 90	M	NCDP, Box 50268, Lusaka
611-0206-1-X0062	Lungu, Patrick	HIID Cambridge, MA	ST	Pub. Ent.	June 89	July 89	M	MOF, Box 50062, Lusaka (Mr. B. Zimba)
611-0206-1-X0063	Gondwe, John	Intrados Washington, D.C.	ST	Debt. Management	July 89	Aug. 89	M	BOZ, Box 30080, Lusaka
611-0206-1-X0063	Zimba, Bernard	Intrados Washington, D.C.	ST	Debt. Management	July 89	Aug. 89	M	MOF, Box 50062, Lusaka
611-0206-1-X0064	Ndhlovu, Stephen	Intrados/IMG Washington, D.C.	ST	Foreign Investment Seminar	Oct. 89	Nov. 89	M	MOF, Box 50062, Lusaka
611-0206-1-X0065	Nonde, Bernard	UN Center Gigiri, Kenya	ST	Policy Reform	July 89	July 89	M	MOF, Box 60062, Lusaka (Dr. L.S. Chivuno)
611-0206-1-X0067	Lukwesa, Kaamba	Bureau of Labor	ST	Computer Packages	April 90	June 90	M	NCDP, Box 50268, Lusaka
611-0206-1-X0068	Davison, Theo	Washington, D.C. etc.	ST	Educational Tour	Sept. 90	Oct. 90	M	UNZA, Box 32379, Lusaka
611-0206-1-X0068	Jassiel, Zulu	Washington, D.C. etc.	ST	Educational Tour	Sept. 90	Oct. 90	M	UNZA, Box 32379, Lusaka
611-0206-1-X0069	Mbonga, Benita	International Management Development Institute of Pittsburgh	ST	Human Resource Management	Oct. 90	Dec. 90	F	DMDT, Box 50340, Lusaka
611-0206-1-X0069	Kanga, Harrison	International Management Development Institute of Pittsburgh	ST	Human Resource Management	Oct. 90	Dec. 90	M	DMDT, Box 50340, Lusaka
611-0206-1-X0070	Tenbo, Dorothy	Department of Commerce	ST	Ec. Stat.	Aug. 89	Oct. 89	F	NCDP, Box 50268, Lusaka (Mr. W. Kawana)
611-0206-1-X0071	Chipepo, Robert	IPSI/University of Connecticut	ST	Management of Training	May 90	July 90	M	NCDP, Box 50268, Lusaka
611-0206-1-X0073	Chisamba, Warson	IPSI/University of Connecticut	ST	Management of Training	May 90	July 90	M	HIRD Project/NCDP, Lusaka
611-0206-1-X0075	Nambota, Andrew	A.D.L. Little Cambridge, MA	ST	Project Management	July 89	Aug. 89	M	Minister of Agriculture Box 50197, Lusaka (Mrs. E.H. Muntanga)
611-0206-1-X0076	Mtonga, Bernard	U.S. Bureau of Labor Statistics Washington, D.C.	ST	Price Statistics	Oct. 89	Dec. 89	M	CSO, Box 31908, Lusaka (Mr. J. Banda)
611-0206-1-X0076	Zimba, Peter	U.S. Bureau of Labor Statistics Washington, D.C.	ST	Price Statistics	Oct. 89	Dec. 89	M	CSO, Box 31908, Lusaka (Mr. J. Banda)
611-0206-1-X0077	Mwanga, Kalingana	USDA George Mason University Arlington, Virginia	ST	Agriculture Project	July 89	Aug. 89	M	Minister of Agriculture Box 50197, Lusaka (Mrs. E. Muntaha)
611-0206-1-X0078	Sikabanze, Muchimba	University of Pittsburgh Pittsburgh, PA	ST	Computer Applic.	Aug. 89	Sept. 89	M	NCDP, Box 50268, Lusaka (Dr. L. Chivuno)
611-0206-1-X0080	Stephen Sianga	Washington, D.C. etc.	ST	Model Development Seminar	Dec. 90	Dec. 90	M	NCDP, Box 50268, Lusaka
611-0206-1-X0080	Lloyd Chanda	Washington, D.C. etc.	ST	Model Development Seminar	Dec. 90	Dec. 90	M	NCDP, Box 50268, Lusaka

Total Short-Term Participants: 41

TOTAL PROJECT PARTICIPANTS: 76

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APPENDIX III
Synopsis of In-Country Training Seminars

Summary of In-Country Training and Seminar Activities

FY'89	Activity Number	Title	Duration	Collaborative Institute	Location	No. of Participants	Short-Term Consultant Days
1st Qtr, Dec. 1988	1	Banking Seminar I CSA: Finance	1 Week	BOZ	Livingston	(28)	25
1st Qtr, Dec. 1988	2	Model Development Part I CSA: Economics	2 Weeks	Home Office	U.S.A.	(28)	25
4th Qtr, Sept. 1989	3	Banking Seminar Follow-up CSA: Finance	2 Days	BOZ	Lusaka	(28)	25
<u>FY'90</u>							
1st Qtr, Dec. 1989	4	Negotiating Skills CSA: Management	1 Week	ADA	Musungwa	(23)	25
3rd Qtr, June 1990	5	Project Management CSA: Management	1 Week	ESAMI	Commonwealth Youth Center	(25)	25
4th Qtr, Sept. 1990	6	Women In Development CSA: Business/Administration	1 Week	NIPA	Siavonga	(22)	30
1st Qtr, Dec. 1990	7	Executive Secretarial Training	1 Week	MSB	Siavonga	(29)	29/10
	8	Training-the-Trainer CSA: Business/Administration	2 Days	MSB	Lusaka	(5)	5
1st Qtr, Dec. 1990	9	Model Development Part II CSA: Economics	2 Weeks	Home Office	U.S.A.	(20)	25
2nd Qtr, Apr/May 1991	10	Personnel Reintegration CSA: Public Administration	1 Week	Home Office	Siavonga	(25)	25
3rd Qtr, June 1991	11	Computer Training CSA: Computer Science	1 Week	NIPA	ESAMI/NIPA	(20)	25
<u>II Assessment/Research/Studies</u>							
<u>Fiscal Year, 1990</u>							
4th Qtr, 1990	1	Manpower Audit Analysis*		NCDP*			55
<u>Fiscal Year, 1991</u>							
2nd Qtr, 1991	$\frac{2}{2}$	Participant Training Follow-up**		USAID/ZAMBIA			30

* Approval rescinded by AID/Zambia Administration Development Officer
 **Personnel Service Contract with USAID/Zambia
 CSA: Critical Skill Areas

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Banking Seminar I - December 5-9, 1988 (Lusaka)

The focus of this seminar was International Banking Operations with particular emphasis on three modules: Foreign Exchange, Trade Products and Operations. Specifically adapted for Zambia and presented by Citibank N.A., the Bank of Zambia, Zambia Export and Import and Zambia National Commercial Bank were represented at this seminar.

The purpose of this seminar was to present theoretical and practical aspects of international banking using actual examples encountered in both Citibanks of Nairobi and Lusaka to present state-of-the-art techniques as practiced in the New York Citibank and to examine the U.S. banking operations system and its effect on the international market.

Management Development Workshop I - December 24-30, 1988

The purpose of this workshop was to acquaint middle and upper management personnel with the latest management development tools and to assess their adaptability to Zambia's needs. The workshop also provided Zambian nationals studying abroad with an update on issues of national concern in Zambia and assisted in development of operational strategies, utilizing a variety of sources and techniques gained from U.S. training in an effort to find solutions. Discussions were encouraged on the role of the Zambia HIRD project in Zambia's national development. Participants were also required to discuss personal job-related areas and issues in order to design modules which allowed for extensive participation, sharing of problems and arrival at solutions and self assessments of management styles -- thus achieving the goal of practical application of management theories.

The workshop also focused on employees' motivational needs, time and stress management and understanding conflict and change in employees' performance.

This seminar was coordinated by Helen Kinard, RLA Project Director

Banking Seminar Follow-up - September 15-16, 1989 (Lusaka)

The objectives of this Seminar were: to contribute to economic development by improving Zambia's international efficiency and economic standing in the international arena; and, to assist participating organizations in strengthening their knowledge of and skills in the international banking arena.

These objectives were achieved by incorporating the knowledge gained from the first banking Seminar. Experience was gained by structuring typical parallel/counter trade transactions and working through them with the aim of learning other creative methods of problem solving.

The expert presenter of this seminar was Mr. A. Gladebo, Managing Director, Cowrie Credit, Ltd. of Maryland, USA

Negotiating Skills Workshop - November 20-24, 1989 (Zambia)

The main objective of this Negotiating Skills Workshop were to enhance skills in the art of negotiation among key senior government and private sector officials with a view to increasing their ability in international negotiations with donor governments and agencies. Particular emphasis was placed on areas such as strategies and tactics; appropriate climate for negotiation; and types and levels of negotiations.

Assistance in organizing this workshop was provided by Africa Development Assistance with the chief presenter being Mr. F.T. Nyanmo of the Kenya School of Professional Studies.

Project Management - June 10-15, 1990 (Zambia)

The objectives of this course were to provide government and parastatal officials in Zambia with an intensive study of the basic management concepts and techniques required for the successful implementation of viable development projects. Additionally, it was designed to strengthen and reinforce capabilities in the ministries and parastatals for the monitoring and control of development projects under their jurisdiction.

This course was conducted by Eastern and Southern Africa Management Institute with Mr. Alois C. Mtowa being the principal Consultant and Course Director.

Women in Development - September 9-15, 1990 (Zambia)

The objectives of this seminar were to provide training, management concepts and techniques as required, for successful operation of small (individually) women-owned businesses. Other objectives were:

- To strengthen and reinforce the capabilities of these women entrepreneurs for the monitoring and control of their businesses.
- To encourage the exchange of ideas, resources, problems and significant achievements.
- To assist these entrepreneurs in obtaining banking privileges in a system that did not facilitate women.

Expert presenters on topics such as financing, marketing, taxes, accounting, legal issues, personnel, management, gender issues, banking, letter of credit requirements and agriculture provided a wealth of information.

This seminar was coordinated by NCDP and the Management Services Board and Gloria Herndon, RLA Consultant.

Executive Secretarial Training - November 25 - December 1, 1990 (Zambia)
(Management Development Seminar for Personal Assistants and Secretaries)

The main objectives of this seminar were: to develop or improve the communication and administrative skills of personal assistants/secretaries to enable them to perform their responsibilities more effectively; and to promote a greater sense of pride and professionalism in personal assistants/secretaries with regard to the importance of their positions.

Ms. Harriet Simule was Course Director and Ms. Noreen Wake, Coordinator.

Training of Trainers - December 6-7, 1990 (Zambia)
(Office Management and Organization)

The purpose of this seminar was: to provide the secretarial staff with management principles and skills required for effective instruction in office management and organization; and, to provide results - oriented training that links training courses directly to business needs, problems and opportunities.

This course was presented by Mrs. Noreen Wake, Consultant

Model Development II - December 21, 1990 - January 3, 1991 (Washington, DC)
(Management Development Seminar)

This seminar was a follow-up to the December 1988 Seminar. The objectives for this seminar were both long-term and short-term. The major long-term objective was the construction of a management development model based on Zambia's current economic and policy reforms.

The short-term objectives were: formulation of ways and means for participating organizations to strengthen their international training programs; and facilitation of communications and the fostering of more effective utilization of resources across sectorial lines.

In summary, the Management Development Model was re-examined in the context of recent GRZ policy reforms. Participants were expected to utilize the skills gained during their long-term training to re-examine and package a Management Development Model to be presented to the Government of Zambia to aid in its policy reform. The coordinator of this seminar was Ms. Helen Kinard.

Strategic Reintegration Seminar - April 14-20, 1991 (Zambia)

The purpose of this seminar was to enhance the reintegration of personnel who recently returned from their academic training programs under the auspices of the HIRD project. The seminar provided the mechanism through which the returned personnel, select members of the project Executive Committee PEC and other key government representatives could come together to confer in order to share information and expectations. The seminar objective was: To provide for a smooth reintegration into the Zambian society and the employing or-

ganizations by allowing returned personnel to share their expectations, perceptions and needs for the nation, employing organizations and superiors.

This was accomplished through the provision of an objective basis for key government officials to share with the returned personnel what would be possible with respect to their needs and expectations for successful reintegration into the society.

This seminar was coordinated by Helen M. Kinard and presented by Dr. Charles Cambridge, RLA Consultant.

Computers In Project Management - May 12-17, 1991 (Zambia)

This seminar was the second in a two part seminar focusing on computers and project management. The objectives were: to develop or enhance participant technological skills in use of computers through a basic "hands-on" orientation and instruction course in computer applications, emphasizing project planning and management; and to strengthen and reinforce capabilities in the ministries and parastatals for the monitoring and control of development projects under their jurisdictions.

The principal presenter of this seminar was Mr. Mtowa.

APPENDIX IV
Summary of Major Instructional Material Donated
To Zambia Institutions Through the Zambia HIRD Project

National Commission for Development Planning

Hardware

- 1 - Everex Step 386/20 Computer with Microsoft Mouse
- 1 - HP Laserjet III Printer
- 1 - VGA Color Monitor
- 1 - Uninterruptible Power Source
- 1 - Step Down Transformer
- 2 - Printer Cables

Software Packages and Supplies

- 1 - Menu Software
- 1 - PC Tools
- 1 - Harvard Graphics
- 1 - Foxpro
- 1 - Lotus 1, 2, 3
- 1 - Word Perfect
- 5 - Packages 5 1/4" Diskettes
- 10 - Toner Cartridges for Laser Printer

Management Service Board

Instructional Equipment:

- 1 - Apollo A-I-1020 Overhead Projector
- 7 - Apollo DYR 240V Bulbs
- 1 - Kodak EKT, a graphic ITT Slide Projector with Multi Voltage Zoom Lens
- Apollo EXR Bulbs
- Zenith Lap Top Computer
- Panasonic Printer
- Printer Ribbons
- Boxes 3 1/4" Diskettes

Publications

- 1 0195955721 Meier, G., Leading Issues in Economic Development
- 1 0132863375 Massie, J., Essentials of Management
- 1 0393955486 Gillis, M. et al, Economics of Development
- 2 0043303560 Ghatak, S., Introduction to Development Economics
- 1 1555870317 White, L., Creating Opportunities for Change

Crisp Publications

- 2 Tyozak, Lynn, Increasing Employee Productivity
- Haynes, Marion E., Project Management
- 2 World Watch Institute Paper 65 June, 1985

National Institute for Public Administration

Instructional Equipment

- 1 - Apollo A-I-1020 Overhead Projector
- 7 - Apollo DYR 240V Bulbs
- 1 - Kodak EKT, a graphic ITT Slide Projector with Multi Voltage Zoom Lens
- 1 - Apollo PA 2060B Portable Public Address System
- 3 - Apollo PA 1902 Microphones
- 1 - Hitachi 21" Television (Multi-system)
- 1 - Hitachi VCR VT 498EM (Multi-system)
- 1 - Hitachi Video Camera with Zoom Light and Sound

Publications

- 2 - 0815731957 Goode, R., Government Finance in Developing Co.
- 2 - 0195955721 Meier, G., Leading Issues in Economic Development
- 1 - 0132863375 Massie, J., Essentials of Management
- 1 - 0030254825 Brigham, E., Fundamentals of Financial Management
- 2 - 0155188631 Baumol, W. & Blinder, Economics: Principles & Policy
- 2 - 0393955486 Gillis, M. et al, Economics of Development
- 2 - 0043303560 Ghatak, S., Introduction to Development Economics
- 2 - 1555870317 White, L., Creating Opportunities for Change
- 2 - 089588349X Simpson, A., Understanding dBase III Plus
- 2 - 0882361252 Shelly, G. & Cashman, Computer Fundamentals for an Inform
- 2 - 0895886235 Gilbert & Williams ABC'S OF 1-2-3 Release 2.2

World Watch Institute

- 2 - State of The World, 1989

International Finance Corporation

- 2 - Annual Report, 1990
- 2 - Annual Report, 1988

University of Zambia, Lusaka

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|--------------------------------|----------------------------------|
| 1 - IBM Model 60 286 PRO | 1 - Turbo Pascal 3 1/2" |
| 1 - IBM PS/2 Monochrom Monitor | 1 - MS Wordstar |
| 1 - IBM Mouse | 1 - Word Perfect 5.0 |
| 1 - 5.25 Ext. Drive | 1 - Lotus 1-2-3 |
| 1 - 5.25 Adaptor | 1 - Lotus Spreadsheet (Symphony) |
| 1 - NEC 5300 | 1 - dBase III |
| 1 - Printer Cable | 1 - IBM OS/2 |
| 1 - Expanded Memory Adaptor A | 1 - MS Window 75 |
| 1 - W/2 Meg | 3 - Boxes Diskettes 3 1/2" 720K |
| 2 - 2MB Memory Module Kit | 3 - Surge Protectors 6 outlets |
| 3 - Boxex Ribbons NEC | 1 - Box Ribbons |