

REDSO/WCA

**PROJECT ASSISTANCE COMPLETION REPORT**

**FOR**

**SAHEL HUMAN RESOURCES DEVELOPMENT III PROJECT**

(625-0977)

Date of Report: September 1993      PACD: June 30, 1993

**I. INTRODUCTION**

The regionally-funded Sahel Human Resources Development III (SHRD III) project was instituted July 31, 1986 to alleviate human resources development constraints in Sahelian countries through long- and short-term training.

Human resources development had been an integral part of the development strategy for the Sahel since 1979, when the Sahel Manpower Development Project was first authorized. Following the implementation of the first SHRD project, regional training projects in the Sahel invested over \$20 million in academic and technical training programs in the United States, third countries and in-country.

The earlier two project phases identified three major shortcomings that were considered and incorporated in the planning of SHRD III. These included the need for closer coordination with the government's priorities; more emphasis on third country training (TCT); and increased attention given to participants' progress.

Mauritania's \$794,836 SHRD III project thus provided stronger support to participants' training by increasing supervision of program curriculums and trainees' performance. The project also placed greater emphasis on identifying more cost-effective training and taking full advantage of in-country and TCT opportunities.

The Mauritania component of the program filled a crucial need created by the absence in Mauritania of local post-secondary training institutions in relevant development fields. SHRD III earmarked funds for long-term U.S. training, short-term U.S. training, long-term TCT, and short-term in-country training. According to available project documentation, 14 individuals participated in long-term training in the U.S.; 21 individuals participated in short-term U.S. training; 18 individuals participated in long-term TCT; and 38 individuals participated in short-term in-country training.

The SHRD III Grant Agreement was amended on September 18, 1986, June 30, 1987, August 4, 1987, and September 30, 1993. All four agreement amendments added training funds to the project. The projects original PACD of June 30, 1993 was not altered.

Following the June 1993 close-out of operations in Mauritania, project files were delivered to the REDSO/Abidjan office. This project assistance completion report was compiled from these documents, which consisted of the project agreement, project implementation letters (PILs), project implementation orders (PIOs), a country training plan and correspondence. The project paper was not available for this review and project evaluations were not conducted.

## **II. CONTRIBUTIONS OF THE PARTIES**

### **GIRM**

The Government of the Islamic Republic of Mauritania (GIRM) contributed full salary payments for all of its public employees participating in SHRD III training activities. This included payment of any other benefits that the trainee was normally entitled.

### **USAID**

USAID's grant covered tuition, international travel, maintenance allowance, books, in-country per diem, and training program management fees.

## **III. IMPLEMENTATION**

The GIRM supported the project through its Ministry of Plan and Employment. Its Director of Plan served as the official project representative. The Director was responsible for general supervision of the project and was authorized to sign all project documentation on behalf of the GIRM.

The Office of the AID Representative in Nouakchott's (OAR/Nouakchott) Program Officer served as the Project Officer. He was responsible for project coordination and for monitoring all activities, including project disbursements, commodity procurements and technical assistance. OAR/Nouakchott's acting Project Implementation Officer was designated to coordinate operational details of the project with the GIRM. All actions recommended by the Implementation Officer were approved by the OAR/Nouakchott Program Officer.

The GIRM submitted a monthly statement of costs incurred under the different budget categories to OAR/Nouakchott and received direct reimbursement for goods received or services performed. The GIRM consented to OAR/Nouakchott's request that records relating to the acquisition of goods and services financed under the terms of the Project Grant Agreement be maintained for at least three years after the final disbursement. It was stipulated that these records should be made available to USAID or its representatives for inspection upon request.

All candidates were selected according to procedures established by the GIRM.

### **Tuition Assistance**

A short-term consultant was engaged to assist in preparing the training plans, installing a computerized participant training management system, preparing materials for participant pre-departure training, developing an alumni association for returned participants, conducting a survey of private sector training opportunities, and holding workshops to upgrade the skills of local training officers.

### **Commodities**

No waivers were requested under this project.

### **USAID Financial Inputs**

A summary of project financial reports as of June 30, 1993 indicated that of the life of project funding, \$775,417 was disbursed. The remaining project funds will be de-earmarked and de-obligated.

## **IV. ACCOMPLISHMENTS OF PROJECT OBJECTIVES**

Training was provided for a total of 91 participants. Their training included the following:

Fourteen individuals participated in long-term training at U.S. universities in Florida, Illinois, and Pennsylvania. Project documentation did not cite exact locations.

Eighteen individuals participated in long-term TCT in Senegal, Italy, Mali, Morocco, and Tunisia.

Twenty-one individuals participated in short-term TCT in Burkina Faso, Senegal, Italy, Morocco, Kenya, Tunisia, and the United States.

Thirty-eight individuals participated in short-term in-country training, which included programs organized by the Centre de Recyclage et de Perfectionnement in Nouakchott and the University of Nouakchott.

## **V. LESSONS LEARNED**

In the absence of project reviews, lessons learned during the implementation of SHRD III cannot be ascertained.

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