

- PD-1135-211 -

SOMTAD

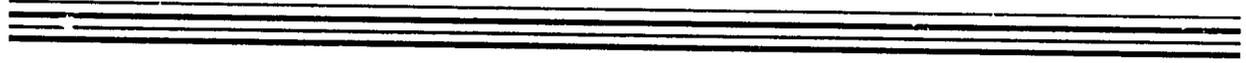
Somalia Management Training and Development Project



Interim Progress Report

October 1 - December 15, 1990

<i>Prepared by:</i>	<i>Academy for Educational Development, Inc. Mogadishu, Somalia/Washington, D.C.</i>
<i>In Consortium with:</i>	<i>State University of New York at Albany Creative Associates International, Inc. Arthur D. Little, Inc.</i>
<i>Submitted to:</i>	<i>U.S. Agency for International Development Contract No. 649-0119-C-00-1001-00 PIO/T 649-0119-50023</i>



CONTENTS

Preface

I. PERSONNEL CHANGES-RECRUITMENT AND FIELDING OF STAFF	2
II. TECHNICAL ASSISTANCE ACTIVITIES	2-10
A. Long-Term Advisors in GSDR Ministries	3
1. Ministry of Finance	3
2. Ministry of Labour, Sports and Social Affairs	3
B. SIDAM English Language Program (ELP)	5
1. ELP Staff	5
2. English Language Program Development	5
3. Development Activities Outside the Classroom	5
C. SIDAM Library Facilities and Services	6-8
1. Library Technical Assistance Staff	6
2. Overview of Library Development in Report Period	6
3. Activities in Library Administration	7
4. Additions/Improvements in Library Collection	7
5. Facilitating Usage of Library	8
6. Training of Library Staff	8
D. SIDAM Micro-computer Laboratory (MCL)	9-10
1. Technical Assistance Staff	9
2. Administrative/Management Assistance	9
3. Training Assistance	10
III. ACADEMIC PROGRAM	10-14
A. Graduate Degree Program	10-14
1. Graduate Degree Program at SIDAM	10
2. Other Faculty Activities	12
3. Somali Faculty Counterparts	12
4. Academic Policy and Procedural Actions	14
5. Preparations for Cohort II Semester at SUNYA	14

IV. WORKSITE MANAGEMENT TRAINING UNIT (WMTU)	15
V. PROJECT ADMINISTRATION AND MANAGEMENT	15-17
A. Field Team Operations	15
B. Relations Between Field Team and USAID	16
C. Logistics Relative to Academic Program	17
VI. HOME OFFICE MANAGEMENT	18
A. Contract Amendments	18
B. Stop-Work Order	18
VI. CONSTRAINTS	18-19
VIII. PENDING ISSUES/PROBLEMS	19-20

PREFACE

This is an Interim Progress Report of the Somalia Management Training and Development Project (SOMTAD), covering the period from October 1 to December 15, 1990. Submission of this report responds to the provisions of A.I.D. Contract No. 649-0119-C-00-7001-00, a contract between the Academy for Educational Development (AED), Washington, D.C. and the USAID Mission in Mogadishu, Somalia, and the request for an interim report from the USAID Mission covering the period up to the point of evacuation of the contract team from Somalia. It covers the activities of AED, Washington, D.C., as well as the activities of its subcontractors: the University at Albany, State University of New York (SUNYA); Creative Associates International, Inc. (CAII), Washington, D.C.; and Arthur D. Little, Inc. (ADL), Cambridge, Massachusetts.

I. PERSONNEL CHANGES-RECRUITMENT AND FIELDING OF STAFF

Professor William Diamond from SUNYA arrived in Mogadishu on October 3, 1990 to assume the long-term position of Coordinator for Graduate Training and Education (CGTE). Two short-term faculty members from SUNYA, Giri Tayi and Carl Ekstrom, also arrived on October 3, 1990 to assume teaching duties for Cohort II during the Fall quarter at SIDAM. No new AED staff members were recruited or fielded during the period after October 1, 1990.

Two staff members, Richard Lambrecht (ESL Specialist) and Burton E. Lamkin (Librarian), who had last quarter provided AED with ninety days notice under terms of their individual contracts, departed Mogadishu on December 9, 1990. On December 2, 1990, the Chief of Party was notified by the USAID Mission Director that USAID was terminating John Healy (LTA in Ministry of Finance) due to civil unrest and security conditions in Mogadishu and that he should leave as soon as possible. On December 5, 1990, the U.S. Ambassador ordered an evacuation from Mogadishu of all non-essential personnel and dependents due to deteriorating security conditions. All contract technical assistance personnel as well as the government employees responsible for overseeing technical assistance activities were determined to be non-essential for purposes of the Ambassador's decision on evacuation. Following this announcement, Carl Ekstrom, Giri Tayi, Richard Omoruyi (AED short-term computer specialist who arrived in September) and dependent spouse Veronica Ward departed Mogadishu on December 12, 1990. William Diamond and Charles Ward (Chief of Party) departed on December 16, 1990 after securing as much of the Project property and records as possible. John Healy (and dependent spouse, Maureen Healy) departed on December 17, 1990.

Since December 17, 1990, the only contract staff remaining in Mogadishu are the four local employees making up the Somali national support staff--two drivers, an office cleaner, and a groundskeeper. A local firm which had been providing telex and fuel services for the contract team, GSA (Somalia), has been authorized to continue base salary payments to the local staff.

II. TECHNICAL ASSISTANCE ACTIVITIES

Technical assistance advisors, both long-term and short-term, continued to provide assistance to the ministries and organizations to which they were assigned up until the time of their departure. The following sub-sections summarize the non-academic, technical assistance activities which were initiated and/or completed during the reporting period.

A. Long-term Advisors in GSDR Ministries

1. Ministry of Finance (John E. Healy)

The long-term advisor (LTA) in the Ministry of Finance continued to collect and aggregate financial data for the government, including the banking system, and train Somali staff in the Ministry in the collection and analysis of such data. Specifically, he:

- Compiled selected public financial data in spreadsheet format for use by the Ministry of Finance in meeting the requirements of and for submission to visiting IMF/IBRD missions and delegations;
- Prepared analysis and comments on the findings/recommendations of a World Bank report for use by the senior ministry officials and staff;
- Organized a training seminar on Public Accounting for ministry employees and recruited Carl Ekstrom of the SUNYA faculty to conduct the seminar during the second week of December;
- Continued efforts to obtain approval from the Director of the micro-computer facilities at SIDAM for the installation of a project desk-top computer in the Ministry. Approval was obtained on December 4, 1990 but due to restrictions on staff travel during the period prior to evacuation, it was not possible to transfer and install the computer prior to departure. A project printer had previously been delivered to the Ministry and left there. However, the Zenith laptop computer used by Mr. Healy was returned to the Micro-Computer Laboratory (MCL) by the Chief of Party prior to departure from Mogadishu;
- Prepared diskettes of all data and spreadsheets for Ministry of Finance counterpart and delivered the diskettes with instructions for use on December 15, prior to departure from Mogadishu on December 17, 1990.

2. Ministry of Labour, Sports and Social Affairs (Charles D. Ward, COP)

The Chief of Party had a number of meetings with the new Minister, the Director-General, and the Director of Personnel in the Ministry of Labour, Sports and Social Affairs. However, during the reporting period, these meetings were all concerned with the problems and status of the SOMTAD Project as a whole rather than with questions of civil service reform or other management issues concerning areas of substantive, internal concern to the Ministry. More specifically, these meetings were concerned with:

- **The issuance of the degrees to the graduates of the MBA/MPA academic program.** Although agreement on this issue had been clarified at the beginning of the project, there was a renewed concern expressed by the students in Cohort I as to whether the SNU felt bound by agreements reached with officials who were no longer on the scene. The Minister had an informal meeting with the Minister of Higher Education and the President of SNU in Rome and reached an agreement in principle. The Minister asked the Chief of Party to provide documentation on the curriculum, course syllabi and instructional staff for the program and to prepare a letter transmitting this material to his counterpart in the Ministry of Higher Education for appropriate review by the Minister and the Senate of SNU. With the cooperation of SUNYA, the documentation was prepared, the Chief of Party prepared the transmittal letter and it was signed by the Minister then delivered to the Ministry of Higher Education by the GSDR SOMTAD Project Manager. Based on his prior conversations in Rome, the Minister was confident of obtaining formal agreement for the award of SNU degrees.
- **The departure of Cohort II scheduled for January 9, 1991, in view of the uncertain return rate of Cohort I students currently in Albany.** The Minister expressed the view that the immediate return rate was not important. He said that the education or training of Somalis was of benefit to the country even if they did not return immediately and that eventually, as conditions in the country improved, one could expect most of the students to return. USAID, however, did not feel that they could authorize the travel of Cohort II if the return rate of Cohort I was not "acceptable"--however, the term "acceptable" remains undefined. The Minister was urged to encourage members of the Cohort I class to return. He, in turn, asked the Chief of Party to draft an open letter to the members of the Cohort I class for his signature urging their early return. The letter was drafted, reviewed with the Minister, finalized for signature, signed, and delivered to the students by the Director-General and the President of SIDAM who, with the USAID Project Manager, traveled to Albany to ascertain the status and progress of the students and to personally urge their return to Somalia.
- **The overall status and progress of the SOMTAD Project.** The Minister, on his return from a U.S. visit in early November, asked the Chief of Party to prepare a special report on the status, progress, and problems related to the SOMTAD Project. This report was prepared and delivered to the Minister on November 13, 1990. Copies were also provided to USAID and the AED home office. The Minister showed a keen interest in the report and identified problems that were within his authority to control. The report and responses thereto were still under discussion at the time the U.S. Ambassador ordered the evacuation of the remaining SOMTAD contract team.

B. SIDAM - English Language Program (ELP)

1. ELP Staff

The English language instructor for the period covered by the interim report was Richard Lambrecht (Language Development Specialist).

2. English Language Program Development

During this contract period, emphasis was continued on individualized instruction in composition writing for students in Cohorts II and III. Cohort I students were in SUNY/Albany throughout this reporting period.

3. Development Activities Outside the Classroom

Provision of programmed study materials and self-study materials continued during this quarter for students in the two Cohorts. These materials were made available throughout the day at the Learning Resource Center (LRC) and for overnight use since most students' time was obligated for other graduate degree classes. The new undertaking for this period was the preparation of lists of equipment and supplies for official transfer of title to SIDAM. The lists were completed prior to departure; however, the formal transfer of title documents were not approved by USAID in time to effect the formal transfer.

This contract period marks the end of the ELP life as an active component of the SOMTAD Project. Originally, the Program was conducted under the general direction of the United States Information Service through a Participating Agency Service Agreement (PASA) in close coordination with the Project Training Coordinator (PTC). At the end of the first quarter of 1988, USAID announced its intention to terminate the PASA and to seek other means of fulfilling the requirements for the English Language component of the Project. Subsequently, the Contracts Office at REDSO announced that it planned to secure the services of the Academy on a sole source basis to complete the balance of the requirements for the English program.

An amendment to AED's contract was completed and made effective from November 16, 1988. The AED English language staff assumed their positions in Somalia in January 1989. During its two years of operation, the Program had appreciably improved the SOMTAD

graduate students' knowledge of English and provided hundreds of other Somalis with English language materials in various forms.

C. SIDAM Library Facilities and Services

1. Library Technical Assistance Staff

The Library Advisor under the Project is Burton E. Lamkin. Mr. Lamkin has served in this capacity since the beginning of the Project. However, in late August 1990 he provided the Academy with a ninety day notice of intention to resign. Mr. Lamkin subsequently left Mogadishu on December 9, 1990.

2. Overview of Library Development in Report Period

SOMTAD Library work during the fourth quarter of 1990 focused on finalizing development tasks and transferring full operational and managerial responsibility of the SIDAM Library system to the Library Supervisor, Ms. Kinsi Ali Dad. The SOMTAD Library tasks completed during the quarter are outlined below. Of special note are two very important and vital features to this report.

- a. First, the senior library staff has developed self confidence in operating and managing the library. During the SOMTAD project, the senior staff became leaders and trainers in paraprofessional librarianship and information science. In this new role, they actively train SIDAM faculty and students on library operations and systems and they are sought out by their peers from other Somali Government organizations. This feature is among the highest goals sought for the staff by the SOMTAD library advisor.
- b. The second vital feature was the development of SOMTAD reference resources. Now, the SIDAM Library contains important reference tools and information data bases which allow the performance of high quality library reference services. These reference services are crucial in a developing country environment where printed materials are scarce. Few library reference services could be performed until these data bases were created and operational.

3. Activities in Library Administration

- Several meetings were held between the SOMTAD COP and DCOP/Project Training Coordinator to shape library policy and procedure on library service strategy for graduate student research and studies.
- Met with SUNYA faculty on library services for students enrolled in budgeting, public finance, marketing, and production courses.
- Provided technical assistance to Mr. Richard Omoruyi, AED computer expert. Descriptive information was prepared on library computer development and software applications for Mr. Omoruyi.
- Coordinated the preparation of SIDAM for site visits by USAID Director M. Rugh and U.S. Ambassador J. Bishop.
- Senior Somalia library staff members continue to provide library development consultation to other Somalia Government organizations including the Ministry of Fisheries and the Ministry of Labour.
- Administrative policy and procedures were finalized on library management and operations, staff development, collection and inventory management, and data base development.

4. Additions/Improvements in Library Collection

- All SOMTAD book shipments received at SIDAM were inventoried, cataloged, and organized in the SIDAM Library. These materials shape the SOMTAD Core Collection on business and public administration.
- A number of library materials existed at SIDAM before the SOMTAD project. For the SIDAM Library to reach its full potential and continue to grow as an academic library, it is important that all materials in the collection are organized into a uniform system. To achieve this ultimate goal, clear guidelines were prepared for use by the SIDAM library staff in consolidating all of the book collections into the SOMTAD Core Collection. These guidelines contained three phases: a) shelving consolidation; b) labelling non- SOMTAD books; and, c) preparing and merging non-SOMTAD book descriptions into the SOMTAD Book Catalog Data Base.
- The SIDAM library staff are enthusiastic in working to achieve the goal of a unified library book system.
- Book shipment number 23 arrived in Somalia, but it has not been released from the port.

5. Facilitating Usage of the Library

- SOMTAD established a comprehensive card catalog which provides immediate access to the SOMTAD Core Collection on business and public administration. Additionally, SOMTAD forged a 400-Plus reference collection of sources to ready-reference information and publications.
- The SOMTAD card catalog and the SOMTAD 400-Plus reference collection provide comprehensive information on publications in business, management, and the social sciences.

6. Training of Library Staff

Originally, SIDAM had no trained professional librarians. Library work was performed by SIDAM students or recent graduates. SOMTAD has trained fifteen SIDAM employees on library procedure. Seven of these employees current work at SIDAM. The training provided to the Somalia staff equipped them with the paraprofessional skills necessary to organize and operate a library. The success of the training program was affirmed by the senior staff organizing a library for the Ministry of Fisheries. Specific training objectives achieved during the quarter are given below.

- Staff development training programs were completed for senior library staff.

These programs focused on:

- a. Teaching paraprofessional librarians how to teach other paraprofessional librarians and support staffs;
 - b. Library management and operations;
 - c. Collection management and inventorying;
 - d. How to conduct library orientation seminars for SIDAM faculty, students and visitors;
 - e. Staff development; and,
 - f. Library consulting.
- Provided technical guidance to the SIDAM Library Supervisor on library management techniques.
 - Provided guidance to the SIDAM Library Supervisor on techniques for the on-the-job training of new library staff members.
 - Six members of the library staff completed a "Basic Computer Training Course". The course provided basic foundation information on computer care, operations, and

management. The training was required so that the staff could use library computers and library software. The course covered the disk operating system, word processing, spreadsheets, and bibliographic data base management.

- Messrs. Abdulaziz and Ali Omer were trained on library text searching applications software using Textbank, Procite, and R:Base.
- Seven members of the library staff were trained on the use of specialized library software - Procite. This software will prepare reading lists, bibliographies, and book catalogs.

D. SIDAM Micro-Computer Laboratory (MCL)

1. Technical Assistance Staff

There has never been a long-term advisor assigned to the MCL; however, in fulfillment of its contractual obligation, AED has provided short-term experts to assist in the development of operating procedures and to conduct training. The latest short-term expert, Richard Omoruyi from AED, arrived on September 18, 1990, and worked throughout this reporting period. He departed Mogadishu on December 12, 1990, as part of the evacuation - lacking only 3 or 4 days completing the authorized 75 days of his contract.

2. Administrative/Management Assistance

Activities carried out during this quarter are listed below.

- Compiled an up-to-date computer inventory list for the MCL by installation location and serial number. The inventory list included MCL software, SIDAM Library software and computer peripherals.
- Developed and began implementation of an MCL Operations and Procedures manual.
- Inspected, delivered and installed two desk top NCR microcomputers at the AED/SUNYA Field Office located near FSU.
- Inspected but could not install a desk top micro-computer at the Ministry of Finance due to the inability to obtain the necessary approval from the Director of the MCL or the President of SIDAM. A second inspection was required by the SIDAM electrician who could not be located over several days for this purpose.

- Performed a routine check/test of all computers and peripherals to determine their performance level.
- Copied backup diskettes for essential software applications.

3. Training Assistance

Activities carried out during this quarter are listed below.

- Conducted training sessions with all MCL staff on the use of the operations and procedures manual.
- Conducted training courses on:
 - a) MS DOS Operations;
 - b) Wordprocessing using ENABLE and WordPerfect;
 - c) Spreadsheets using ENABLE and Lotus 123; and
 - d) Databases using ENABLE and DataEase for all SIDAM and SOMTAD staff who could be persuaded to register for such training. The details of training schedules and students are contained in the consultant's report.

III. ACADEMIC PROGRAM

A. Graduate Degree Program

1. Graduate Degree Program at SIDAM

By December 15, 1990, Cohort I students were near completion of their coursework and much of their masters theses at SUNY/Albany. Cohort II students had completed all coursework at SIDAM and written problem statements for their theses. Cohort III students had completed the Basic Administrative Core course sequence, selected their MBA or MPA degree tracks, and completed their first MBA or MPA courses. Despite security concerns resulting in classes being moved twice from SIDAM to the Somali National University, there was a net loss of only one class period during the quarter, which was successfully completed on December 12, 1990.

Professor John P. Seagle returned to Mogadishu to teach both the Public

Administration and Business Administration Statistics courses to Cohort II MPA and MBA students. He taught both *Pad 535, Statistics and Data Analysis* and *Bus 530, Statistics and Management Science* combined into one class section intensively for the first half of the quarter. Dr. Ali Gaal was the Somali counterpart for the courses. Professor Carl Ekstrom also returned to Mogadishu to teach *Pad 530, Budgeting and Accounting* to Cohort II MPA students intensively for the second half of the quarter. Professor Ekstrom did not have a counterpart for that course because the counterpart who would have been assigned was teaching the same course to Cohort III MPA students. During the first half of the quarter, Professor Ekstrom devoted full time effort to supervising the Somali counterparts assigned to teach Cohort III courses. Professor Giri Kumar Tayi taught *Bus 550, Operations Management* to Cohort II MBA students intensively during the second five weeks of the quarter.

Professor Pong Lee remained in Somalia an additional five weeks to supervise both the MBA and MPA students in writing their thesis proposals in *Thesis Seminar I*. The students made excellent progress under Professor Lee's supervision as Project Training Coordinator. Dr. William Diamond assumed responsibility for completing *Thesis Seminar I* after Dr. Lee's departure.

Cohort III students took one Basic Administrative Core course and one degree track course during the quarter. Mr. Muhamed M. Mubarak taught *Cor 505, Essentials of Organizational Performance* and Mr. Abdulaziz M. Ali taught both *Pad 530, Budgeting and Accounting* to MPA students and *Bus 535, Accounting for Managers* to MBA students. Mubarak's attendance was erratic and he was often late. Mr. Ali's performance was good.

MBA/MPA program courses at SIDAM and the faculty and counterparts who taught them in the October-December quarter of 1990 is summarized below:

Cohort II:

Course:	Instructor/ Counterpart:
Pad 530 Budgeting and Accounting	C. Ekstrom No Counterpart
Pad 535 Statistics & Data Analysis	J.P. Seagle/ A. Gaal

Pad 600
Thesis Seminar I

P. Lee
W. Diamond

Bus 530
Statistics & Mgmt. Science

J.P. Seagle/
A. Gaal

Bus 550
Operations Management

G.K. Tayi/
H.A. Mohamed

Cohort III:

Course:

Counterpart/
Supervisor:

Cor 505
Essentials of Org. Perf.

Mubarak/
C. Ekstrom

Pad 530
Budgeting and Accounting

A.M. Ali/
C. Ekstrom

Bus 535
Accounting for Managers

A.M. Ali

2. Other Faculty Activities

In addition to his regular teaching responsibilities, including his work with Somali counterparts, Professor Carl Ekstrom was involved in a number of other activities in support of the SOMTAD project. Professor Ekstrom: a) gave a lecture to SIDAM accounting students on capital budgeting; b) prepared an outline for a series of seminars to be given to officials from the Ministry of Finance on the budgeting concepts contained in the Public Expenditure report issued by the World Bank in August 1990; c) read and commented on all of the thesis proposals written by Cohort II MPA students; and d) assisted Richard Omoruyi, AED's computer consultant, in his attempt to install desk top computers in the Ministry of Finance.

3. Somali Faculty Counterparts

The SOMTAD Project design called for Somali counterparts to be trained through participation in teaching courses to Cohorts I and II, and to assume complete responsibility for teaching those courses to students in Cohort III. However, from the beginning of the Graduate Degree Program a number of counterparts left the SOMTAD Project following their

participation in courses taught to Cohorts I and/or II due to the low wages paid from the shilling budget administered by the GSDR. Cohort III began the Graduate Degree Program in January of 1990. Abdulkadir Hire, Director of Training at SIDAM with an MBA from the Fresno program, was assigned to teach *Cor 500, Organizing and Planning for the Work Unit*. Mr. Hire had participated in teaching the course for both Cohorts I and II. However, midway through the quarter he resigned due to the low wages and SUNY faculty assumed responsibility for teaching the 95 Cohort III students in that course with PTC Dr. Fred Dembowski and Professors Davis and Ekstrom sharing the instructional responsibilities for the remaining class sessions. Muhamed Mohamed Mubarak, another MBA recipient from the Fresno project, was assigned to teach *Cor 501, Working with Individuals and Groups*, although he had never participated in the course when taught to Cohorts I and II, because the original counterpart had left the project. However, Mr. Mubarak resigned due to the low wages before the beginning of the quarter and SUNYA professor Margaret Nelson was assigned to teach the course in his place.

By the end of the first quarter of 1990, the Project Coordinating Committee approved a substantial pay increase for SOMTAD teaching counterparts from 24,000 Somali shillings per month to 350,000 Somali shillings per month. The pay increase was not implemented until the third quarter of 1990, although it was to be retroactive through the second quarter. After the pay increase took effect, the project's ability to recruit qualified counterparts with advanced degrees and teaching experience was greatly improved.

Before the beginning of the second quarter of 1990, the Mission announced that all Cohort III courses *must* be taught by Somali instructors as required in the project design; SUNY faculty could supervise the Somali instructors, but could not teach the courses in their place. The remaining five Basic Administrative Core courses were all taught to Cohort III by Somali instructors, three who had previous experience with the courses and two who did not. Counterpart performance in teaching the Basic Administrative Core courses to Cohort III ranged from satisfactory to minimally adequate.

Cohort III students took their first MBA or MPA degree track courses in the fourth quarter of 1990. *Pad 530, Budgeting and Accounting* and *Bus 535, Accounting for Managers*, were both taught by Mr. Abdulaziz M. Ali, an MBA recipient from the Fresno program who performed very well in both courses. However, many of the counterparts who had participated in teaching degree track courses to Cohorts I and/or II were clearly too weak to handle teaching

those courses independently to Cohort III. The Project Training Coordinator, William Diamond, hired replacement instructors with strong qualifications to teach two degree-track courses scheduled for the January-March 1991 quarter.

4. Academic Policy and Procedural Actions

SOMTAD academic policies regarding new admissions, dismissals, and promotions and demotions from one cohort to another were formulated by the Academic Review and Policy Committee in the last quarter of 1988. No new administrative policies were developed for the Graduate Degree Program in 1990. Based upon the policy guidelines for student promotions, demotions, admissions, and dismissals at the end of the July-September 1990 quarter, there were a total of 159 students studying in the SOMTAD Graduate Degree Program: 55 in Cohort I, 60 in Cohort II, and 44 in Cohort III.

Due to the departure of the Project Training Coordinator from Somalia immediately following the end of the October-December quarter, it was not possible to tabulate student grades for Cohorts II and III and produce updated rosters of students remaining in those Cohorts at the end of the quarter.

5. Preparations for Cohort II Semester at SUNY/Albany

Preparations for Cohort II students to travel to the United States for a semester of study at the University at Albany were begun by Project Training Coordinator Fred Dembowski in August 1990 and continued by Acting PTC Pong Lee and Dr. Dembowski's replacement, William Diamond, until the imposition of the project stop-work order by the Mission on December 12. Most field arrangements for the departure of Cohort II, including flight arrangements, had been made prior to the imposition of the stop-work order.

Logistic arrangements to receive the Cohort II students at the University at Albany were begun by the University's home office in September. The School of Business and the Graduate School of Public Affairs began to finalize academic arrangements for the Cohort II students at the beginning of December--assigning faculty, classrooms, etc. The University ceased all work in preparation to receive Cohort II upon receipt of the stop-work order dated December 12 from the Academy for Educational Development.

IV. WORKSHOP MANAGEMENT TRAINING UNIT (WMTU)

There was no activity on the part of the sub-contractor - Creative Associates International, Inc. - having responsibility for the Workshop Management Training Unit (WMTU) during the report period. However, there were two workshops/seminars held and a third planned with the approval of the GSDR Project Manager and the Chief of Party during the period. These training programs were conducted with in-country staff, but they would generally fall under the category of WMTU-type, in-service training activities.

- A workshop/seminar on data collection and analysis was held in late November, early December by the Ministry of National Planning utilizing the trainers from the earlier WMTU effort and technical expertise from the Ministry staff.
- A training seminar on Public Accounting was organized by the LTA in the Ministry of Finance (John Healy) who recruited one of the visiting SUNYA faculty, Carl Ekstrom, to conduct the seminar during the second week of December 1990.
- A workshop was planned for the GSDR SOMTAD Project Office staff on inter-office communications and coordination. However, at the time of the evacuation of the contractor's staff this training program had not been implemented.

V. PROJECT ADMINISTRATION AND MANAGEMENT

A. Field Team Operations

The SOMTAD field team carried out the following activities during this report period.

- In early October the Field Team was finally able to move into the facilities made available by AID/FSU as an AED/SUNYA Field Office. For the first time in the history of the Project, team personnel had a place to work with a dependable power supply without scrounging from USIS and USAID.
- In early October the Chief of Party began negotiations with USAID and SIDAM to obtain two desk top Project computers for use in the new Field Office. These were finally obtained in early November and the Field Office became fully operational except for telephone service. An old computer apparently acquired by USIS for the ESL Program was also located, repaired, and put into service.
- The Chief of Party worked closely with other team members and the USAID Project Management Office to obtain information on supplies and equipment acquired for the

project outside the AED contract (i.e., the equipment acquired by USIS for the ESL Program and the equipment acquired directly by USAID).

- Draft documentation was prepared for the transfer of title to the GSDR of equipment and supplies acquired for the ESL Program and the Library. The drafts were in the process of revision following USAID review and comments at the time of the evacuation.
- When the Ambassador announced the evacuation on December 5, he also stated that everyone other than government employees should make their own arrangements for travel and transportation. As a result the Chief of Party spent considerable time over the next 10 days arranging for tickets and/or reservations for all team members and dependents and attempting to work out packing and storage arrangements for the staff's personal effects.
- Prior to his departure on December 16, the Chief of Party moved all Project property and records from his office in the MOLS to the new AED/SUNYA Field Office. In a further move to protect property, the Chief of Party with assistance from the local staff and USAID vehicles moved all electronic equipment except for copiers from the AED/SUNYA Field Office to the USAID compound.

B. Relations Between Field Team and USAID

During the report period most of the contact with USAID concerned the security issue and measures to reduce the exposure of team members to potential threats to their personal safety.

- In the weeks before the evacuation four-wheel drive project vehicles became the target for both confiscation by Government forces and theft by individuals with associated violence. The team was constrained from the use of either personal or project vehicles for trips to downtown offices in SIDAM or the various ministries. Following discussions between USAID and the Chief of Party, the team was provided with USAID-owned, diplomatic-plated vehicles for all travel outside K-4/K-7 area.
- As communications became essential for personal security, USAID/FSU, at the request of the Chief of Party, issued additional radios to the Field Team for use in the new field office, in vehicles and in downtown offices and classrooms.
- In the last week before evacuation the team was precluded from travel downtown without armed escorts. Several trips were arranged for essential travel by the Chief of Party through USAID.
- In the attempt to reduce the exposure of U. S. personnel, USAID undertook a re-examination of all contract positions with the view of terminating all positions which were not essential to continuation of the academic program. After two previous,

inconclusive discussions, the Chief of Party was informed on December 2nd that the position of the LTA assigned to the Ministry of Finance (John Healy) was to be terminated immediately and that he should prepare to leave Mogadishu as soon as possible. Since other personnel were already scheduled to depart as a result of resignations, the only remaining long-term positions would be the Chief of Party (Charles Ward) and the Project Training Coordinator (William Diamond).

C. Logistics Relative to the Academic Program

A number of activities were undertaken relative to the academic program, both with respect to the classes in Mogadishu and with respect to travel of Cohort II students to SUNYA.

- At various times USAID/Embassy issued orders precluding travel to downtown areas for holding classes or visiting offices. This necessitated negotiating alternative classroom space with the Somali National University. This was successfully undertaken by the PTC with the help of the President of SIDAM.
- Periodically throughout October and November the Chief of Party negotiated with travel agents in both Mogadishu and Nairobi for the best available fare for the travel of the 61 students in Cohort II. The decision was eventually made to purchase the tickets through the PanAm representative in Mogadishu and he was formally notified of this decision on November 19. Travel of the students was to be reconfirmed no later than December 8 and tickets were to be delivered and payment made on December 15.
- Upon announcement of the evacuation of all U. S. personnel several discussions were held with USAID regarding the travel of Cohort II to Albany. The Chief of Party was finally advised on December 8 that travel for Cohort II should be suspended pending clarification of conditions in Mogadishu. The Chief of Party immediately advised the travel agent of the cancellation of reservations and tickets; the Project Training Coordinator spent considerable time explaining the decision to students in Cohort II.

VI. HOME OFFICE MANAGEMENT

During this contract period, home office activities were mainly focussed on the completion and finalization of the contract amendments and the supervision of the Cohort I participants at SUNYA (see the Academic Program section).

A. Contract Amendments

AED received USAID/Somalia's response to the revised cost proposal submitted at the end of the last contract quarter on October 25, 1990. Although principally in agreement with most of the proposal's assumptions, the Mission, nonetheless, requested additional programmatic modifications in some of the Project components. On November 7, 1990, AED submitted a revised cost proposal (Draft No. 3) in which all of the Mission's inquiries and requests were addressed. The Mission's response was received in the form of a partially executed amendment shortly after the end of this contract period. The amendment revised the budget, made statement of work changes, and, when executed, will fully fund the revised contract budget.

B. Stop-Work Order

On December 11, 1990, AED received the following message from USAID/Somalia:

"The situation in Mogadishu is such that performance of contract activities is being restricted. Hence, effective immediately, you are directed to minimize costs incurred and stop work under the subject contract with the exception of the following:

- a. completion of the SUNYA programs for Cohort I;
- b. repatriation of Cohort I participants;
- c. payment of salaries on evacuation orders authorized by the Mission Director until the issuance of further instructions; and
- d. submission on an interim contract report through 12/15/90."

VII. CONSTRAINTS

The security situation, the inadequate or inappropriate allocation of local budget resources, the lack of serious commitment to the Project on the part of key Somali Government personnel, and the lack of office space and equipment for team members to function productively continue to impede Project implementation. Although changing in intensity, these constraints have remained the same for the past several months.

- Growing anarchy and lawlessness, on the part of both the military and civilian population, compounded the security situation which progressively deteriorated throughout the report period until evacuation was announced on December 5, 1990.
- With support from the Chief of Party the GSDR SOMTAD Project Office received an adequate allocation of funds for the 4th calendar quarter; however, it was still not clear that the funds would be used to meet essential needs of the Project (e.g., security installations at SIDAM or payment of Cohort III instructors).
- It remained difficult to get the leadership and staff of SIDAM or the SOMTAD Project Office to take any initiative to alleviate problems or make decisions; however, meetings between the Chief of Party and the new Minister at MOLS indicated an interest in and commitment to the Project which held promise for the future.
- Occupation of the new AED/SUNYA Field Office eased considerably the constraint on the field staff imposed by lack of satisfactory work space, particularly with the agreement of SIDAM to provide desk top Project computers on a loan basis for use by the LTAs and SUNYA academic staff. However, the evacuation occurred before the office had reached its full potential in terms of facilities, services and communications.

VIII. PENDING ISSUES/PROBLEMS

The hurried evacuation and subsequent chaos and destruction in Mogadishu leave a number of both short-term and longer-term problems for the Project concerning continuation of the AED contract (e.g., the status of: a) the contractor's remaining staff, b) participants in the U.S., c) students in Somalia ready for travel to SUNYA, and d) personal losses of HHE and vehicles sustained by the contractor's field staff). These issues are still pending:

- Initiation of new activities under the contract have been suspended although the two remaining members of the field staff remain on the payroll in evacuation status. A decision is anticipated in the near future on the likelihood of this staff returning to the field and continuing the Project;
- Of the 55 students at Albany only two, to the best of our knowledge, returned to Somalia. Thirteen terminated their participation in the academic program early and left Albany and nineteen were given an additional month at Albany to finish their theses. The whereabouts of the other 21, most of whom had already completed their theses, is not known. There are no flights in or out of Somalia at the present time; hence, none of the students still in the U. S. can safely or easily return. Any action taken with regard to these students must be initiated immediately;

- **The 60 remaining Cohort II students in Mogadishu had met all the requirements for travel to Albany by December 15. They were asked to try to maintain contact with each other with the hope of still traveling to Albany to complete their degrees. At some point they need to be advised if there is any prospect for continuation of the program and salvage of their personal investment in time and effort for an education;**
- **All field staff, including the two remaining field staff currently on evacuation orders and those previously scheduled to depart, suffered considerable personal losses. A decision will need to be reached on the possibility of and the procedures for any reimbursement for these losses.**