

UNITED STATES OF AMERICA
AGENCY FOR INTERNATIONAL DEVELOPMENT

REGIONAL ECONOMIC DEVELOPMENT SERVICES OFFICE
FOR EAST AND SOUTHERN AFRICA (REDSO/ESA)

United States Postal Address
U.S.A.I.D./REDSO/ESA
UNIT 64102
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NAIROBI, KENYA

September 24, 1993

Dr. Kofi B. Bota, Vice President
Research and Sponsored Programs
Clark Atlanta University
James P. Brawley Drive
at Fair Street, SW
Atlanta, GA 30314

RECEIVED
SEP 24 1993
REDSO/ESA

Subject: Cooperative Agreement No. 623-0463-A-00-3188-00
Human Resources Development Assistance
(HRDA) Project - Zambia

Dear Dr. Bota:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "A.I.D." or "Grantor") hereby grants to **Clark Atlanta University**, (hereinafter referred to as "**CAU**" or "Recipient") the sum set forth in Section 1C.2 of Attachment 1 of this Cooperative Agreement. This sum is to provide support for CAU's implementation of the Human Resources Development Assistance Project, in Zambia. This program is fully described in Attachment 1 of this Cooperative Agreement with CA entitled "Schedule" and Attachment 2, "Program Description".

This Cooperative Agreement is effective and obligation is made as of the date set forth in Section 1B. of this Cooperative Agreement and shall apply to commitments made by the Recipient in furtherance of program objectives for the indicated period set forth in Section 1B. of Attachment 1 of this Cooperative Agreement. Commitments made by the Recipient shall not extend beyond the indicated period.

BEST AVAILABLE DOCUMENT

This Cooperative Agreement is made between USAID and CAU on condition that the funds will be administered in accordance with the terms and conditions as set forth in this Cover Letter, Attachment 1 entitled "Schedule", Attachment 2 entitled "Program Description", and Attachment 3 entitled "Standard Provisions", which together constitute the complete Cooperative Agreement document and have been agreed to by your organization.

Please sign the original and six (6) copies of this letter to acknowledge your acceptance of this Cooperative Agreement, retain one copy for your records, and return the original and five (5) copies to the undersigned.

Sincerely yours,

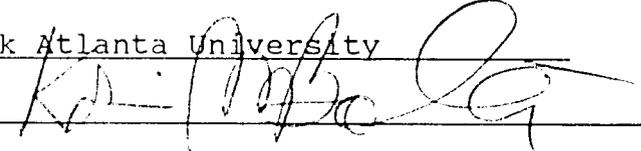

Richard F. Webber
Regional Agreement Officer
REDSO/ESA

Attachments:

1. Schedule
2. Program Description
3. ~~Standard Provisions~~

ACKNOWLEDGED:

Clark Atlanta University

BY: 

TYPED NAME: Dr. Kofi B. Bota

TITLE: Vice President for Research

DATE: 9/31/95

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FISCAL DATA

A. General

Total Estimated Amount: \$2,851,107
Total Obligated Amount: \$1,535,000

Project No. : 698-0463
Project Office : USAID/Zambia, HRDA Project Officer
Funding Source : USAID/Zambia, DFA
Paying Office : AID/FA/FM/CMP
Taxpayer I.D. No. : 58-1825259
Letter of Credit No.: 72-00-1537

B. Specific

Original Cooperative Agreement

B.1.(a) PIO/T No. : 698-0463.11-3-10064 - \$10,000
B.1.(b) Appropriation : 72-111/21014
B.1.(c) BPC : GSS1-91-21611-KG12
B.1.(d) ECN : Z916451
B.1.(e) RCN : Z916389

B.2.(a) PIO/T No. : 698-0463.11-3-30048 - \$1,525,000
B.2.(b) Appropriation : 72-113/41014
B.2.(c) BPC : GSS3-93-21611-KG12
B.2.(d) ECN : Z936032
B.2.(e) RCN : Z936313

SCHEDULE

1A. PURPOSE OF COOPERATIVE AGREEMENT

The purpose of this Cooperative Agreement with CAU is to provide support for CAU to implement the HRDA Project in Zambia. This program is more fully described in Attachment 2 of this Cooperative Agreement entitled "Program Description".

1B. PERIOD OF COOPERATIVE AGREEMENT

The effective date of this Cooperative Agreement is October 1, 1993 and the estimated completion date is September 30, 1995. Funds obligated hereunder are authorized for program expenditures beginning May 17, 1993 and are anticipated to be sufficient through September 30, 1994.

1C. AMOUNT OF COOPERATIVE AGREEMENT AND PAYMENT

1C.1. The total estimated amount of this Cooperative Agreement for its full period, as set forth in Section 1B. above, is \$2,851,107.

1C.2. A.I.D. hereby obligates the amount of \$1,535,000 for program expenditures during the indicated period set forth in Section 1B. above. A.I.D. shall not be liable for reimbursing the Recipient for any costs in excess of the obligated amount.

1C.3. Payment shall be made to the Recipient in accordance with procedures set forth in the Standard Provision of this Agreement entitled "Payment - Letter of Credit", as shown in Attachment 3.

1C.4. Documentation required by the payment provision noted above shall be submitted to:

- 1) AID/FA/FM/CMP
Washington, D.C. 20523-0209
- 2) Controller, USAID/Zambia
P.O. Box 32481
Lusaka, Zambia
- 3) USAID/Zambia, HRDA Project Officer
P.O. Box 32481
Lusaka, Zambia

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1D. COOPERATIVE AGREEMENT BUDGET

1D.1. The following is the Budget for this Cooperative Agreement. The Recipient may not exceed the total estimated amount or the obligated amount, whichever is less (see Section 1C. above). Except as specified in the Standard Provision of this Agreement entitled "Revision of Grant Budget", as shown in Attachment 3, the Recipient may adjust costs among line items by +/- 15% as may be reasonably necessary for the attainment of program objectives. Any adjustment greater than this requires the prior approval of the Agreement Officer. In no case shall the total obligated amount shown in 1C.2. above be exceeded.

Revisions to the budget shall be in accordance with Section 1C. above and the Standard Provision entitled "Revision of Grant Budget."

1D.2. Budget 10/01/93 - 9/30 '95 (In U.S. Dollars)

<u>Cost Element</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Total</u>
<u>Salaries</u>	232,555	244,183	476,738
<u>Fringe Benefits</u>	61,139	64,196	125,334
<u>Overhead</u>	127,905	134,301	262,206
<u>Travel & Transportation</u>	112,094	116,419	228,513
<u>Accomodation & Maintenance</u>	66,660	66,660	133,320
<u>Allowances</u>	28,711	40,236	68,946
<u>Communication</u>	10,000	10,550	20,550
<u>Material and Supplies</u>	51,200	48,700	99,900
<u>Equipment</u>	59,000	11,500	70,500
<u>Training/Subcontracts</u>	640,000	640,000	1,280,000
<u>Other Direct Costs</u>	<u>41,000</u>	<u>44,100</u>	<u>85,100</u>
Total Estimated Program Cost	1,430,264	1,420,843	2,851,107

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1D.3. Inclusion of any cost in the budget of this Cooperative Agreement does not obviate the requirement for prior approval by the Agreement Officer of cost items designated as requiring prior approval by the applicable cost principles (see the Standard Provision of this Agreement set forth in Attachment 3 entitled "Allowable Costs") and other terms and conditions of this Agreement unless specifically stated in Section 1I. below.

1D.4. Notwithstanding the effective date of this Agreement as shown in Section 1B. above, and subject to the Standard Provision of this Agreement entitled "Allowable Costs", costs incurred by the Recipient in pursuit of program objectives on or after the earliest date set forth in Section 1B. above shall be eligible for reimbursement hereunder. Such costs are included in the Agreement Budget shown above.

1D.5. In accordance with the Standard Provision of this Agreement entitled "Local Cost Financing", local cost financing is hereby authorized as shown in the applicable sections of the budget in 1D.2. above.

1E. REPORTING

1E.1. Financial Reporting

1E.1.(a) Financial reporting requirements shall be in accordance with the Standard Provision of this Cooperative Agreement entitled "Payment - Letter of Credit", as shown in Attachment 3.

1E.1.(b) All financial reports shall be submitted as indicated in 1C.4. above.

1E.1.(c) The frequency of financial reporting and the due dates of reports shall be as specified in the Standard Provision of this Cooperative Agreement referred to in Section 1E.1.(a) above.

1E.2. Technical Reporting

1E.2.(a) Quarterly Reports

The Recipient shall submit two copies of quarterly program performance (progress) reports, which coincide with the financial reporting periods described in Section 1E.1. above, one to the A.I.D. Project Officer specified in the Cover Letter of this Cooperative Agreement. These reports shall be submitted within 30 days following the end of the reporting period, and shall briefly present the following information:

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1E.2.(a)(1) A comparison of actual accomplishments with the goals established for the period, the findings of the investigator, or both. If the output of programs can be readily quantified, such quantitative data should be related to cost data for computation of unit costs;

1E.2.(a)(2) Reasons why established goals were not met, if applicable;

1E.2.(a)(3) Other pertinent information including the status of finances and expenditures and, when appropriate, analysis and explanation of cost overruns or high unit costs;

1E.2.(b) Special Reports

Between the required program performance reporting dates, events may occur that have significant impact upon the program. In such instances, the Recipient shall inform A.I.D. as soon as the following types of conditions become known:

1E.2.(b)(1) Problems, delays, or adverse conditions that will materially affect the ability to attain program objectives, prevent the meeting of time schedules and goals, or preclude the attainment of work units by established time periods. This disclosure shall be accompanied by a statement of the action taken, or contemplated, and any A.I.D. assistance needed to resolve the situation.

1E.2.(b)(2) Favorable developments or events that enable time schedules to be met sooner than anticipated or more work units to be produced than originally projected.

1E.2.(b)(3) If any performance review conducted by the Recipient discloses the need for change in the budget estimates in accordance with the criteria established in the Standard Provision of this Agreement entitled "Revision of Grant Budget", the Recipient shall submit a request for budget revision to the Agreement Officer and the A.I.D. Project Officer.

1E.2.(c) Final Report

A final report covering an evaluation of all activities will be presented no later than the estimated completion date shown in 1.B. above. The Recipient shall submit two copies of the final report to the A.I.D. Project Officer. It will cover the entire period of the Cooperative Agreement and include all information shown in Sections 1E.2.(a)(1) through 1E.2.(a)(3) above.

1E.2.(e) Annual Workplan and Budget

CAU shall submit to USAID/Zambia for review and concurrence, annual workplans and budgets which will contain sections covering plans for implementation of the various Project activities for the rest of that calendar year.

1E.2.(f) Additional Reports, Evaluations and Audits

This program will incorporate an annual joint assessment between CAU and USAID. These annual assessments shall occur during the last week of October of each year during the period of this Cooperative Agreement. The purpose of the assessments is to to assess Project accomplishments, determine lessons learned from implementation, identify aspects of sustainability, and to provide recommendations for Project continuation and strengthening as appropriate. This reflects current AID guidance requiring projects and programs to base monitoring and reporting systems on information needs for specific decisions and to demonstrate "people-level" impacts.

During the first three months of Program implementation, the Chief-of-Party will design a preliminary monitoring and evaluation plan, keyed to USAID's monitoring and evaluation system (M&E), and rely upon this for reporting needs. The monitoring and evaluation plan will be approved by USAID. The Chief-of-Party will provide USAID with semi-annual Project Implementation Reports for incorporation into the Mission's Project Implementation Reports and an annual assessment of Program Impact.

1E.2.(g) Seminar Reports

Seminar Reports by either U.S. or local T.A. personnel should also be submitted to the Mission within 30 days after completion of the training activity. Five copies are required.

1E.3. Participant Training

If the Standard Provision entitled "Participant Training" applies to this Agreement (see Section 1K. below), the Recipient shall comply with reporting and information requirements of said Standard Provision, as well as Chapter 5 of A.I.D. Handbook 10.

1F. TITLE TO PROPERTY

Title to property acquired hereunder shall vest in USAID/Zambia, in accordance with the Standard Provision of this Agreement entitled "Title To and Care of Property (U.S. Gov't Title)". Instructions for the disposition of property upon completion of this Cooperative Agreement will be specified in writing by USAID within 90 days of the completion date of the Cooperative Agreement. Such disposition instructions will be approved by the Agreement Officer, prior to issuance to the Recipient.

1G. AUTHORIZED GEOGRAPHIC CODE

1.G.1. In addition to other applicable provisions of this Cooperative Agreement, the Recipient shall comply with paragraph (b)(1) of the Standard Provision of this Agreement entitled "AID Eligibility Rules for Goods and Services", concerning total procurement value of less than \$250,000 under this Agreement, or DFA funded agreements, except that said paragraph does not apply to the restricted goods listed in paragraph (a)(3) of said Standard Provision, which must be specifically approved by the Agreement Officer in all cases. Paragraph (b)(2) of said Standard Provision does not apply. The Authorized Geographic Code for this Cooperative Agreement is the Special Free World (935) and the Cooperating Country (611 - Zambia).

1.G.2 In order to comply with A.I.D.'s "Buy American" policy and the reporting requirements with regard to the source and origin of procurements, the Recipient will also provide USAID/Zambia with a breakdown by both source and origin of expenditures contained within each of their financial statements. Source and origin data will be expressed as one of the AID Geographic Codes.

1H. INDIRECT COST RATES

1H.1. Pursuant to the Standard Provision of this Cooperative Agreement entitled "Negotiated Indirect Cost Rates - Predetermined" and "Negotiated Indirect Cost Rates - Provisional", a predetermined indirect cost rate or rates shall be established for each of the Recipient's accounting periods which apply to this Agreement. The rate(s) for the initial period and the base(s) to which it applies is (they are) applied is (are) as follows:

<u>Type</u>	<u>Rate</u>	<u>Base</u>	<u>Period</u>
Indirect Costs			
On Campus	2.7%	1/	until amended
Off Campus	3.1%	1/	until amended
Fringe Benefits	26.29%	2/	until amended

1/ Base of Application: Direct salaries and wages, including holiday, sick pay and other paid absences but excluding all other fringe benefits.

2/ Base of Application: Salaries and Wages

1H.2. Rates for subsequent periods shall be established in accordance with the Standard Provision of this Agreement entitled "Negotiated Indirect Cost Rates - Predetermined."

1I. SPECIAL PROVISIONS

1I.1. Cost Principles

For the purposes of this Cooperative Agreement, references to the cost principles of OMB Circular A-110, OMB Circular A-21, or OMB Circular A-122 include the A.I.D. implementation of such cost principles, as set forth in Subparts 731.3 or 731.7, respectively, of the A.I.D. Acquisition Regulation (48 CFR Chapter 7).

1I.2. Equipment and Other Capital Expenditures

1.I.2.(a) Pursuant to Section 1D.3. above and the Standard Provisions of this Cooperative Agreement entitled "Allowable Costs," and "Revision of Grant Budget", and by extension, Section 13 of Attachment B to OMB Circular A-122, whereby the Recipient must obtain A.I.D. Agreement Officer approval for the purchase of general purpose equipment (i.e., an article of nonexpendable tangible personal property which is usable for other than research, medical, scientific or technical activities, whether or not special modifications are needed to make them suitable for a particular purpose [e.g., office equipment and furnishings, air conditioning equipment, reproduction and printing equipment, motor vehicles, and automatic data processing equipment], having a useful life of more than two years and an acquisition cost of \$500 or more per unit); purchase of special purpose equipment (i.e., an article of nonexpendable tangible personal property, which is used only for research, medical, scientific, or technical activities [e.g., microscopes, x-ray machines, surgical instruments, and spectrometers], and which has a useful life of more than two years and an acquisition cost of \$1,000 or more per unit), the Agreement Officer does hereby provide such approval for the following (which shall not be construed as authorization to exceed the total estimated amount or the obligated amount of this Cooperative Agreement, whichever is less [see Section 1C. above]):

Procurement Lists to be developed for USAID/Zambia and Agreement Officer approval

Such approval does not obviate the requirements of the Standard Provisions of this Agreement entitled "Procurement of Goods and Services," "AID Eligibility Rules for Goods and Services," "Local Cost Financing," and any other provisions, rules, regulations, and policies which may apply.

1.I.2.(b) Application for procurement waivers will be submitted by the Recipient as necessary and in accordance with AID procurement rules, regulations and procedures.

All proposed procurement will be submitted to AID for approval prior to execution.

1.I.3. Closeout Procedures

1. The following definitions shall apply for the purpose of this section:

- a. Closeout. The closeout of a Cooperative Agreement is the process by which AID determines that all applicable administrative actions and all required work of the Cooperative Agreement have been completed by the Recipient and AID.
- b. Date of Completion. The date of completion is the date on which the work under the Agreement is completed or the date on the award document, or any supplement or amendment thereto, on which AID sponsorship ends.
- c. Disallowed Costs. Disallowed costs are those charges to a Cooperative Agreement that AID or its representative determines to be unallowable in accordance with the applicable Federal cost principles or other conditions contained in the Agreement.

2. AID closeout procedures include the following requirements:

- a. Upon request, AID shall make prompt payments to a Recipient for allowable reimbursable costs under the Cooperative Agreement being closed out.
- b. The Recipient shall immediately refund any balance or unobligated (unencumbered) cash that AID has advanced or paid and that is not authorized to be retained by the Recipient for use in other grants or agreements.
- c. AID shall obtain from the Recipient within 90 calendar days after the date of completion of the Recipient all financial, performance, and other reports required as a condition of the Agreement. AID may grant extensions when requested by the Recipient.
- d. When authorized by the Cooperative Agreement, AID shall make a settlement for any upward or downward adjustments to AID's share of costs after these reports are received.
- e. The Recipient shall account for any property acquired with AID funds, or received from the Government, in accordance with the provisions of Chapter 1, paragraph T, of AID Handbook 13.
- f. In the event a final audit has not been performed prior to the closeout of the Cooperative Agreement, AID shall retain the right to recover an appropriate amount after fully considering the recommendations on questioned costs resulting from the final audit.

1.I.4. Recipient Procurement, Travel, and Personnel Policies

Agreement Officer approval is hereby granted for the Recipient to use its own procurement, travel, and personnel policies, insofar as they do not abrogate the policies and procedures enumerated in Attachments 1-3 of this Cooperative Agreement. The Recipient's approved policies and procedures are included in the cost proposal dated April 15, 1993, herein incorporated by reference.

1.I.5. Personnel Compensation Limitations

A. U.S. Citizen employee compensation (i.e., the employee's base annual salary) which exceeds the maximum salary level of Foreign Service Class 1 (FS-1) or the equivalent daily rate, as from time to time amended, will be paid only with the approval of the AID Agreement Officer.

B. Cooperating Country National (CCN) or Third Country National (TCN) employee compensation (i.e., the employee's base annual salary) which exceeds the maximum salary level of Foreign Service National Class 12 (FSN-12) or the equivalent daily rate, as established by the post compensation plan, as from time to time amended, will be paid only with the approval of the AID Agreement Officer.

1.I.6. Payment of Foreign Taxes

The use of AID funds under this Cooperative Agreement to pay foreign taxes is strictly forbidden. If the payment of taxes, tariffs, duties, or other similar charges is required during the ordinary course of business, USAID/Zambia shall be notified and the Recipient shall seek a refund through proper channels from the appropriate Government of Zambia entities as soon as is practicable.

1.J. RESOLUTION OF CONFLICTS

Conflicts between any of the Attachments of this Cooperative Agreement shall be resolved by applying the following descending order of precedence:

- Attachment 1 - Schedule
- Attachment 3 - Standard Provisions
- Attachment 2 - Program Description

1.K. STANDARD PROVISIONS

The Standard Provisions set forth as Attachment 3 of this Cooperative Agreement consist of the Mandatory Standard Provisions, and the Optional Standard Provisions, denoted by an "X" if applicable, which are attached hereto and made a part of this Cooperative Agreement.

1L. COST SHARING

1.L.1. No cost sharing is required under this Cooperative Agreement.

1.L.2. The Standard Provision of this Cooperative Agreement entitled "Cost Sharing (Matching)" makes reference to project costs. "Project Costs" are defined in Attachment E of OMB Circular A-110 as all allowable costs (as set forth in the applicable cost principles [see the Standard Provision of this Agreement entitled "Allowable Costs"]) incurred by a Recipient and the value of in-kind contributions made by the Recipient or third parties in accomplishing the objectives of this Agreement during the program period.

1.M. GRAY AMENDMENT SET-ASIDE

In accordance with DFA procurement policies, 10% of DFA funds shall be set-aside for procurement of goods and services from Gray Amendment entities. Insofar as the Recipient itself is a Gray Amendment entity, this policy requirement shall be considered to have been met in full.

The Recipient will continue to make every effort to utilize other Gray Amendment entities to the maximum extent practicable in order to achieve additional Gray Amendment participation in this Cooperative Agreement and its activities.

1N. SUBSTANTIAL INVOLVEMENT UNDERSTANDING

The Human Resources Development Office is responsible for monitoring and providing oversight for the HRD Project. The responsibility is to ensure that the project conforms to USAID programmatic, financial and reporting guidelines. The Training Office is responsible for all participant documentations in accordance with AID Handbook 10, participant Training policies and regulations.

Although the Recipient will undertake day-to-day management of this Project, USAID/Zambia is ultimately responsible for the conduct of A.I.D.-funded activities in Zambia. Such responsibility cannot be redeligated or passed to the Recipient. Performance of the Cooperative Agreement will require substantial involvement by USAID. Specific areas of involvement include, but are not limited to, the following list. This list may be subsequently amended as agreed to by the parties of the agreement:

A. The Recipient will collaborate closely with the A.I.D. Mission to Zambia (USAID/Zambia) to ensure the successful implementation of the Project in Zambia.

B. The Project Implementation Officer (PIO) is the Recipient's representative for project planning, design, implementation, staffing and management of the project and has full authority from his/her home office (Clark Atlanta University home office) to carry out all action required for implementation and management of the Project. The PIO represents the Clark Atlanta University on all matters and will maintain close and frequent communications with USAID/Zambia on all aspects of the Project mentioned above as well as any other matters that might affect the Project, including financial and administrative matters.

C. While the PIO has authority to hire local and expatriate staff, USAID/Zambia's prior concurrence is required for each prospective candidate. Salary scales and other remunerations will be consistent with established U.S. Government (A.I.D.) regulations and practices. USAID/Zambia will approve each candidate before employment is offered. Where and when an employee hired by the Recipient is deemed by USAID/Zambia not to be suitable, USAID/Zambia will instruct the PIO to remove such an employee by a certain date or within a specified period of time. Final decisions regarding personnel changes and/or retention will be made by USAID/Zambia.

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D. The PIO will hold periodic as well as ad-hoc briefings with USAID/Zambia to ensure that the project is on track and to resolve any issues that may arise.

E. Prior USAID concurrence is required for all sub-projects, grant or other contractual arrangements to be entered into by the Recipient.

F. The Recipient will make all project information available to USAID/Zambia regarding matters of project planning, design, administrative matters. In cases where conflict or other differences may arise, the USAID/Zambia's decisions will prevail.

G. The Recipient's home office will provide full and timely support to the Project to ensure smooth and speedy implementation of all project activities. This support will include, but is not limited to, timely processing of reports, vouchers, bills and other financial documentation, and communications.

H. The Recipient explicitly recognizes the primacy role of USAID/Zambia with regard to final decisions in all aspects of project planning, design, management, and implementation of the Project, and further recognizes that this holds true with regard to future extensions and amendments.

I. Prior USAID concurrence is required for any and all international travel to be undertaken at project expense.

****Important Note** - All Field Team members and their accompanying dependents must have the medical clearance of the RMO at post prior to departure for Zambia, and must travel with proof of personal health insurance and MEDEVAC insurance.

BEST AVAILABLE DOCUMENT

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ATTACHMENT 2

PROGRAM DESCRIPTION

A. OBJECTIVE

The purpose of the project is to facilitate the transformation of the Zambian economy into one which is market-oriented and sustainable, based on a vibrant private sector and an enabling environment. The project is designed to assist GRZ in meeting critical human resources requirements in its economic restructuring program. It also encourages the strengthening and growth of women and youth entrepreneurs through their participation in critical skills training programs to achieve the following purposes:

- i) improve the management of the Zambian economy by reducing its heavy dependance on the public sector and expanding the role of the private sector;
- ii) increase the size, number and viability of Zambian businesses;
- iii) enhance the prospects for long-term increases in productivity in all sectors and

B. BACKGROUND

The HRDA Project Limited Scope Grant Agreement was signed by the GRZ and USAID on September 19, 1991. The HRDA Project is a follow-up to the HIRD Project which terminated on June 30, 1991. It has been in operation for the past eighteen months. Since then the project has executed a number of in-country, third-country and U.S. short-term/technical training programs. There are three academic trainees programmed under the project, and one of these is in training. To date fourteen in-country training seminars have been conducted addressing a variety of topics such as privatization, entrepreneurship, accounting, foreign exchange and money markets, taxation, business law, etc. Ten U.S. short-term technical trainees have completed training and returned and ten third country trainees have returned after completing training.

C. PROGRAM ACTIVITIES

Field Office

Project activities will be implemented by the CAU Project Implementation Officer (PIO) and locally hired staff comprising of the Training Coordinator, Administrative Assistant, Project Accountant and two drivers. Currently the staff is located at the Human Resources Department, National Commission for Development planning within the Ministry of Finance. This cadre of staff will carry out the activities of the Program.

The PIO is responsible for (1) reporting to and maintaining a line of communication with Clark Atlanta University; (2) liaising with the HRDO in the USAID office, the PEC and Training Sub-Committee; (3) facilitate third country training and study tours; and (4) executing and/or providing oversight for local planning and logistics for the in-country training seminars, workshops, conferences and cooperative activities. The PIO will also be responsible for financial reporting, development of regular written activity reports and staff supervision for the field office.

Project Implementation (CAU Home Office)

The implementation of the project will be assisted by support from CAU's home office in Atlanta. One of the major functions will be to provide short-term technical assistance for the in-country training seminars, place and monitor U.S. short term trainees, and subcontract with institutions for goods and services on behalf of the project. In recognition of the 1993/94 Training Plan, Clark Atlanta University will deliver and if necessary re-design the training programs as it sees fit. This Training Plan is not exhaustive, therefore, Clark Atlanta with its available resources will design and deliver specific training programs as and when required.

Project Implementation (USAID)

The Human Resources Development Officer is responsible for monitoring and providing oversight for the HRD Project. The responsibility is to ensure that the project conforms to USAID programmatic, financial and reporting guidelines. The Training Office is responsible for all participant documentations in accordance with AID Handbook 10, participant Training policies and regulations.

Training

The 1993/94 Training Plan intends to sharpen the focus of the training activities to ensure that private sector development becomes and remains the centerpiece of project activities. To achieve this a series of in-country one-two week graduated training programs in marketing, entrepreneurship, business planning, stock exchange operations, training of trainers will be conducted. Some short-term U.S. technical training in specialized fields such as Export Development and Promotion, Trade and Investment Promotion, Export Marketing, etc will be conducted. The plan also provides for third-country training in Stock Exchange Operations, Financial Management and project regional seminars and workshops. This plan will be reviewed periodically and adjustments made as and when necessary.