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HRDA Multi-Year Country Training Strategy and Plan

USAID/Mali 1991-1995

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Acronyms

AFCEM	Association des Femmes Commerçantes et Entrepreneurs du Mali
AFR/TR	A.I.D. Africa Bureau, Office of Technical Resources
AMDP	Africa Manpower Development Project
A.U.A.	Association des Ancien Universitaires Americain
BARREP	Bureau d'Assistance pour la Realization et la Reabilitation des Enterprises et Projets
CCIM	Chambre de Commerce et d'Industrie du Mali
CDSS	Country Development Strategy Statement
CEFIB	Centre de Formation en Informatique et Bureaucratique
CEPAG	CELLue pour le Perfectionnement à l'Administration et à la Gestion
CEPI	Centre d'Etudes et de Promotion Industrielle
DFA	Development Fund for Africa
DLT	Development for Leadership Training
DNP	Direction Nationale de la Planification
EDC	Education Development Center, Inc.
EI	Entrepreneurs International
ENA	Ecole Nationale d'Administration
FED	Fonds Europeens du Development
FY	Fiscal Year
GDO	General Development Office
GRM	Government of the Republic of Mali
HBCU	Historically Black Colleges and Universities
HRDA	Human Resources Development Assistance Project
E/HRDO	Education/Human Resources Development Office
LSGA	Limited Scope Grant Agreement
MYCTSP	Multi-Year Country Training Strategy and Plan
NGO	Non-Governmental Organization
OIT	Office of International Training
OJT	On-the-Job Training
ONMOE	Office National de la Main d'Oeuvre et de l'Emploi
PIO/P	Project Implementation Order/Participant
PSAB	Private Sector Advisory Board
PSTF	Private Sector Task Force
PTMS	Participant Training Management System
RTM	Radio Diffusion Télévision du Mali
SHRD-III	Sahel Human Resources Development, Phase III
TOEFL	Test of English as a Foreign Language
TOR	Terms of Reference
USAID	United States Agency for International Development
USIS	United States Information Service
WID	Women in Development

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Executive Summary

The Multi-Year Country Training Strategy and Plan (MYCTSP) assesses Mali Mission participation in the Human Resources Development Assistance (HRDA) Project, and presents the Education/Human Resources Development Office (E/HRDO) training plan and strategy for the 1991-1995 period.

Three documents define the HRDA Project mandate in Mali: the HRDA Project Paper, the Development Fund for Africa Action Plan (DFA), and the Country Development Strategy Statement (CDSS). The project defined by these documents addresses Africa's critical human resource requirements. Its central purpose is to support national and regional training programs and to strengthen African training institutions. It includes a private sector participation target of 50 percent and a female participation target of 35 percent. The DFA and CDSS add the strategic objectives: cross-sectoral training in management; the promotion of health, family planning, nutrition, and basic education; and the provision for long-term food security through an increase in production in agriculture and related activities.

The Education/Human Resources Development Office (E/HRDO) has effectively guided the project toward many of its objectives. Since HRDA's inception in 1988, it has funded high-quality training to almost five hundred Malians. E/HRDO has developed a large in-country training program, expanded training to the private sector, and increased the participation of women in all types of training. E/HRDO has also taken advantage of the project paper's provision for the computerization of participant tracking. HRDA participant targets have been met in many categories, with only regional seminars and women's participation in third country training significantly lagging. The E/HRDO has emphasized cross-sectoral training in management and entrepreneurial skills and funded limited participation in the various Mission program sectors such as agriculture, health, and basic education.

During the period covered by the MYCTSP, E/HRDO will promote greater transparency and accountability in training, increase program efficiency, and leave a lasting impact on Mali's institutions. It will also meet project targets. The MYCTSP articulates E/HRDO's objective to serve as the Mission training office providing reporting, support, and information services to the GRM, other donors, training institutions, and the Mission.

The Training Management Strategy identifies the following activities E/HRDO will undertake to reach its 1991-1995 objective

- Emphasize On-the-Job Training (OJT), study tours, and training of trainers
- Increase and vary publicity of training opportunities
- Computerize the Ministry of Plan's training system
- Establish a Private Sector Advisory Board
- Support Project Officers and the Program Office
- Integrate training with followup and credit programs
- Train E/HRDO staff in _____

Section I of the MYCTSP first outlines the USAID/Mali HRDA mandate. It then takes the project's special features individually and assesses E/HRDO's policy, practice, and achievement with regard to each.

Section II presents E/HRDO's objectives for the period covered by the plan and E/HRDO's strategy to attain them.

SECTION I

Program Analysis and Plan

I. Country Program Analysis

A. Country Mandate and Needs

A.1. The HRDA Mandate in Mali. Three documents define the HRDA project mandate in Mali: the HRDA Project Paper, the Development Fund for Africa Action Plan (DFA), and the Country Development Strategy Statement (CDSS). Periodic and ongoing human resource needs assessments identify priority training activities within this general mandate.

The HRDA Project Paper. The HRDA Project is designed to address Africa's lack of skilled human resources. The project's purpose is:

to stimulate, facilitate and support national and regional training programs that will provide qualified technical, scientific and managerial personnel and policy planners, to strengthen African development institutions, enhance the growth of the private sector and increase the participation of women in development (Khan,1989).

The project paper establishes participant and budgetary targets as a central strategy for project success. To insure support for national and regional training programs, the project paper estimates that, over the life of the project, 80.8 percent of participants will be trained outside of the United States—locally or in third countries (HRDA Project Paper: 1987, Amendment 1, 7). To enhance the growth of the private sector, the project paper establishes a 50-percent target for individuals either from the private sector or whose work “directly relates to private sector performance” (HRDA Project Paper: 1987, 23). To increase the participation of women in development, the project paper targets a 35-percent participation rate for women (HRDA Project Paper: 1987, 11). Other special project features include the participation of historically black colleges and universities (HBCUs); the development of participant information management systems; an emphasis on local institution building; and Mission development of multi-year training strategies.

The Development Fund for Africa. USAID incorporated Sahel countries into HRDA after the creation of the Development Fund for Africa (DFA), which resulted in the termination of appropriations for the Sahel Human Resources Development project (SHRD-III). Activities undertaken in the HRDA Project should also support the development goals of the DFA Action Plan. The DFA Plan outlines four strategic objectives:

1. Improving the *management of African economies* by redefining and reducing the role of the public sector and increasing its efficiency;
2. Strengthening *competitive markets* to provide a healthy environment for private-led sector growth;

3. Developing the *potential for long-term increases in productivity* in all sectors; and
4. Improving food security.

The Country Development Strategy Statement. Missions tailor local HRDA activities to the development priorities articulated in Country Development Strategy Statements (CDSS). The USAID/Mali CDSS for FY 1990-94 presents three strategic objectives:

1. More efficient resource allocation through the redefinition of the public sector's role in the economy and the promotion of the private and informal sectors.
2. Increase production, productivity, and incomes of rural households involved in or related to agriculture.
3. Promote health, family planning, nutrition, and basic education.

The CDSS reinforces these objectives with the following *training strategy*:

1. *Private sector development*: train existing entrepreneurs in business skills; new entrepreneurs in basic business skills; village cooperative leaders and office holders in management and literacy and numeracy; and government officials in sensitization to private sector development. Although not stated in the CDSS, current Mission training strategy includes the identification and basic training of individuals with the potential and the desire to become entrepreneurs.
2. *Management and organizational goals*: cross-sectoral training in these fields.
3. *Women in development*: special emphasis on the participation of women in long-term academic training programs.
4. *Within projects*: emphasize basic literacy and numeracy training; develop training accessible to nonliterate project beneficiaries; focus on public and private technicians and professionals.

As does the HRDA Project Paper, the Mission training strategy targets local training, private sector development, and the participation of women in training. Within these targets, the CDSS places special emphasis on basic-level training (literacy, numeracy, basic business) and management.

A.2. Country Needs Assessment. Periodic needs assessments and ongoing evaluations operationalize the HRDA, DFA, and CDSS mandates by identifying training activities needed at specific times in particular sectors.

Public Sector Needs Assessment. To determine public sector needs, the Mali Education/Human Resources Development Office (E/HRDO) relies on the Ministry of Plan's (MP's) five-year plans; yearly amendments to the limited scope grant agreement (LSGA) between USAID and the Government of the Republic of Mali (GRM); periodic needs

assessments; and communication with Mission staff. It has become apparent, however, that these resources alone do not suffice.

Mali's most recent Five Year Plan covered the period 1987-1991 and served as a general indicator of development needs. However, the present temporary government has not distributed a new plan, and once it does, a new government will most likely supersede it in less than nine months.

Yearly amendments to the limited scope grant agreement between the USAID and the GRM determine obligations within general training categories: U.S., third country, or in-country; long term or short term; private sector; and women in development. In theory, MP's input to the amendment negotiation is based on yearly human resource development plans that the Ministry of Plan develops after soliciting training requests from Mali's ministries. Throughout the year, the MP makes individual public sector training requests within the categories established in the amendment. These requests, however, do not necessarily respond to the needs expressed by the ministries and appear, rather, to be determined by a less formal process responding in part to the availability of training opportunities.

The E/HRDO also relies on needs assessments to operationalize the HRDA mandates. The most recent needs assessment identifies 14 priority categories for public sector training in Mali and appears to be largely based on the GRM Five Year Plan, the CDSS, and the goals of ongoing projects (EDC:1989, Segment Two, pp. 44-46). In the agricultural sector, the report identifies extension, food technology, rural credit, and higher sciences as priorities. In the health sector, the report emphasizes the need for training in the delivery of health services within the frameworks of the six USAID/Mali health projects. Among the rural population, the report identifies as priority areas support for Radio Diffusion Télévision du Mali (RTM) programming, training in literacy and numeracy, rural industry, and support for village associations.

Decentralization, policy reform, privatization, and a change of government have dramatically altered Mali's training priorities in the years since this list was made. Like Mali's Five Year Plan, and the yearly amendments to the LSGA, the list inadequately identifies specific training activities.

To fill the gap left by these documents, the E/HRDO will develop an ongoing system of assessing public sector needs through regularized contact with USAID program and project officers, other donors, and the GRM. This evolving system will eventually link HRDA mandates directly to the training needs of particular government departments and their employees. The Training Management Strategy presented in Section II describes this system.

Private Sector Needs Assessment. Recent interviews with representatives of business associations, donors, and training institutions confirm and clarify the findings of a 1989 private sector needs assessment. The earlier study stressed that Malian business owners and general managers would profit from personnel management training, how to "command, lead and animate a work group." It also reported that owners and general managers need training in computer applications, marketing and sales, financial management, and maintenance and

repairs. Potential growth areas for small businesses include manufacturing related to agriculture, light manufacturing, urban services—product repair, maintenance, and business/office services—and information services (LABAT-ANDERSON Inc., 1989).

According to recent interviews, entrepreneurs need very practical training in personnel and financial management. Instead of theory, they need training adapted to their immediate economic and cultural setting. Urban businessmen and village entrepreneurs alike work in an environment rich in government regulation and social obligations. To profit, they need strategies enabling them to manage their accounts, yet not be more heavily taxed as a result. Training must provide them with strategies to transform relatives into personnel or to hire strangers. Malian entrepreneurs need to learn basic methods to separate business capital and personal finances. They need to be taught planning—but planning for an extremely unstable economic context.

In the future, these needs will only increase. Mali has vigorous private and informal sectors. The GRM is committed to major policy reform, much of which will increase the training needs of the private sector. Many businesses will be rebuilding following recent political turmoil, and the GRM withdrawal from many economic activities will encourage new businesses to emerge. Civil servants are joining the private sector and schools continue to produce young graduates. Few of the members of either of these groups will have the practical experience necessary to establish their own businesses or professional services.

E/HRDO assesses private sector needs through the work of the Private Sector Task Force (PSTF), contact with private associations and organizations, and responses to training opportunity advertisements in the media. E/HRDO staff also uses periodic needs assessments. The Training Management Strategy in Section II describes how E/HRDO will improve its ability to keep abreast of changing needs by redefining the role of the PSTF, reinforcing the Ministry of Plan's management information system, and increasing publicity of training opportunities.

B. HRDA's Special Features in Mali

The Mali Mission participates actively in the HRDA Project. Since the project's inception in 1988, the Mission has obligated a total of \$3,360,000 (Third Amendment to the Limited Scope Grant Agreement, FY 1990). Through the HRDA Project, the Mission has supported or is supporting academic and technical training for 57 participants in the United States and 75 in third countries. More than 331 participants have benefited from 10 HRDA-funded in-country training activities. (See Table 1. All HRDA U.S. and third country participant statistics presented in this report derive from the Mission PTMS system, as of 4/12/91.) Below, we assess the Mission's participation in HRDA's five special features:

- 1) Emphasis on in-country and regional training
- 2) Emphasis on the private sector
- 3) Emphasis on women in development

Table 1
Distribution of HRDA Active and Returned Participants
by Country and Training Type

	Active And Returned Participants	Percent of Total HRDA	HRDA PP Estimated Proportions
US	62	13.1%	19.2%
Acad	5	(1.0%)	(2.9%)
Tech	57	(12.1%)	(16.3%)
TC	75	15.9%	14.2%
IC	331	70.1%	55.9%
Regional Seminars	4	0.8%	10.7%
Total	472	100.0%	100.0%

4) The participation of historically black colleges and universities (HBCUs)

5) The participant training management system (PTMS)

B.1. Emphasis on In-country and Regional Training. In order to reduce unit costs, increase flexibility, and support local institutions, the HRDA Project emphasizes short-term in-country and regional training seminars. Mali E/HRDO makes good use of the lower unit costs and flexibility of in-country training and has established a basis for future support of local institutions. Analysis of participation rates (by location of training) highlights the strength of the in-country program, as well as the weakness in overall regional and third country WID participation rates.

In-country Training. The E/HRDO has aggressively taken advantage of the unique characteristics of in-country training to efficiently train a large number of Malians and high proportions of HRDA target groups. Of the 331 participants trained in 10 local training activities, 86 percent have been from the private sector and 46 percent have been women (see Tables 2 and 3).

Informal and private sector audiences have been effectively targeted with in-country on-the-job training and brief seminars that do not seriously detract from employees' work time. Small business management has been heavily targeted. Eight of the ten activities conducted so far have taught basic business management skills to entrepreneurs and small business owners. The remaining two activities addressed agriculture and nutrition.

In-country training has been particularly useful in targeting women, who are often unable to spend long periods out of the country. E/HRDO has conducted one introductory seminar on commerce and business with the Malian Association of Women Merchants and Entrepreneurs

(Association des Femmes Commerçantes et Entrepreneurs du Mali, or AFCEM) and a WID nutrition seminar.

In-country training demands much management time and energy from missions. Expanding its in-country program, the Mission hired the In-country Training Coordinator in April 1990. Under the general supervision of the HRDA Project Officer, the In-country Training Coordinator helps develop, monitor, and evaluate in-country training activities.

The Mali staff has worked creatively with the few local training institutions (EDC:1989, 16). One of the In-country Training Coordinator's first activities was to inform Malian institutions and offices of the E/HRDO's expanded in-country training capabilities. To develop training in the informal and microenterprise sectors, the Training Coordinator also began working more closely with the National Labor Office (Office National de la Main d'Oeuvre et de l'Emploi, or ONMOE), the Peace Corps, and a variety of business associations and training and consulting institutions in the capital. These introductory activities will provide the basis for

Table 2
Distribution of Private Participants
by Training Type and Location

	Academic Training	Technical Training	Total	Private % of HRDA	Total HRDA
US	1	18	19	30.6%	59
Third Country	2	30	32	42.6%	74
Regional	0	4	4	100.0%	
In-Country	0	328	328	86.9%	331
Totals	3	380	383	82.0%	464
Percentage of HRDA	13.6%	85.0%	82.0%		

Table 3
Distribution of Women Participants
by Training Type and Location

	Academic Training	Technical Training	Total	% of HRDA	Total HRDA
US	2	15	17	27.6%	59
Third Country	2	14	16	12.2%	74
In-Country	0	151	151	45.6%	328
Regional	0	4	4	100.0%	
Totals	4	184	188	39.8%	461
Percentage of HRDA	18.1%	40.8%	39.8%		

the reinforcement of local institutions foreseen in the Training Management Strategy presented in Section II.

E/HRDO is presently in the process of developing in-country training procedures and a standardized self-evaluation process for trainers and presenters. An in-country training plan will emphasize training for members of the informal sector in basic accounting and marketing and will be based in part on a needs evaluation being conducted by ONMOE and the Peace Corps. The E/HRDO is presently developing new application procedures and a standardized application review form.

Third Country Training. Statistics concerning third country training reveal one of the weaknesses in HRDA implementation in Mali. In this category, the program has fallen far short of the WID goal of 35 percent women. Only 12.2 percent of participants sent to third countries have been women (see Table 3).

In other categories, the program is on or close to targets. Mali E/HRDO sends 15.9 percent of its participants to third country training, and thus fills the HRDA estimated rate for third country participants of 14 percent. It has also drawn close to the 50-percent target for private sector participants by sending 42.6 percent from the private sector (see Tables 1 and 2).

With rare exceptions, third country training refers to training in *African* countries other than the participant's country of origin. Compared to U.S. training, such training is generally more cost effective, often more relevant to training requirements, and indirectly supports third country institutions (HRDA Project Paper:1987, 15). Third country training of French speaking participants in francophone countries greatly reduces unit costs and minimizes language problems.

HRDA funds both academic and technical training in third countries. HRDA in Mali has funded or is currently funding seventeen people in third country academic programs. Two of these participants are women, and two others come from the private sector. Participants in academic training follow a wide variety of fields of study, with a large proportion in business, management, and administration.

The Mission has funded or is currently funding fifty-seven people in third country technical training programs. Fourteen of these people (24.5 percent) are women. Thirty (52.6 percent) were drawn from the private sector (see Tables 1 and 2).

Although the Mission develops yearly plans for all training, these remain flexible and the E/HRDO is able to adapt them to Mali's changing needs. Agreements with the GRM do not establish gender or private sector targets. The selection process for third country participants resembles that for short-term U.S. positions described below; no committee exists for the formal selection of third country participants. Such flexibility has enabled the staff to quickly arrange training activities. It may also be one of the reasons gender targets have not been reached.

Third country training poses certain problems because, with the exception of Dakar, USAID does not establish contracts with firms to place, receive, and support participants. Receiving missions, including USAID/Mali, are obliged to provide these services. This arrangement increases Mission administrative burdens, and often prevents them from sending monitoring information to sending missions in a timely manner.

Regional Training. While public sector and gender targets for regional training in Mali have been met and surpassed, overall participation in this category falls far short of HRDA Project Paper estimates. The project paper estimates a 10-percent participation rate in regional seminars, but only 0.8 percent of Mali's participants have attended such training. Mali has sent four participants, all women from the private sector, to regional seminars.

The HRDA Project Paper provides for AFR/TR/Education (USAID Africa Bureau, Office of Technical Resources) to develop regionally funded training programs addressing issues of common concern to missions. Example subjects include private sector leadership and representation skills and WID issues (HRDA Project Paper:1987, 16). Such seminars were to use 5.3 percent of the total USAID training budget (HRDA Project Paper:1987 Amendment 1, 7). Francophone seminars generally provide the greatest opportunities to Malians. The Mali Mission has sent HRDA participants to two regional seminars on business development and financing in Abidjan. The Mission plans to participate in two more seminars in 1991. The E/HRDO cites lack of lead-time when informed of regional seminars as one factor contributing to limited participation.

U.S. Training. The Mali E/HRDO has surpassed the HRDA goal of restricting U.S. academic and technical training to one-fifth of overall participation by limiting the U.S. participation rate to 13 percent (see Table 1). Despite this low participation rate, E/HRDO maintains a refined recruitment, selection, orientation, and reintegration system for participants in these highly valued positions.

Recruitment and Selection for Long-Term U.S. Positions. To date, Mission HRDA funds have been used to support only two participants in long-term training in the United States, a female B.S. student in computer science and a male M.S. student in forestry science. Among academic degrees, HRDA is designed to support Master's degrees; a limited number of associate's, bachelor's, and Ph.D. degrees will be funded (HRDA Project Paper:1987, 14). Following a practice established during the SHRD-III project, the Mali Mission funds training for the bachelor's degree only if equivalent training cannot be found in Mali. Ph.D.'s are funded only for professors and high-level researchers, usually within the framework of other USAID projects that require specific technical skills. Only in rare circumstances will the Mission support Ph.D. and bachelor's degrees.

Long-term participants undergo a careful selection process involving the input of a variety of institutions, including the E/HRDO, other Mission technical offices, and the GRM Ministry of Plan (MP). The MP recruits and nominates candidates from the public sector while either the Chamber of Commerce or the E/HRDO office recruits and nominates private sector candidates. A selection committee comprised of the E/HRDO staff, a WID representative, and representatives of the MP selects the candidates to be awarded scholarships in the public

sector. The Chamber of Commerce (Chambre de Commerce et d'Industrie du Mali, or CCIM) and E/HRDO staff select private sector candidates. When selecting candidates from either sector, E/HRDO may also request assistance from Mission staff with technical expertise in the fields of study concerned by the selection, or returned long-term U.S. participants for technical assessment of candidates in their field of specialization.

Recruitment and Selection for Short-Term U.S. Positions. A much greater number of individuals participate in short-term technical training in the United States. In this category, the E/HRDO has fallen short of HRDA private sector and gender targets. Fifty seven (57) HRDA participants have returned from technical training in the United States or are currently receiving training. Fifteen (26 percent) are women. Eighteen (31.5 percent) of these participants come from the private sector.

E/HRDO may be falling short of its expectations in short-term U.S. training because targets have not been negotiated in with the GRM in this category. Short-term training is training that lasts less than one year. Most is nondegree technical training. U.S. technical training includes courses offered by U.S. government institutions; management training seminars; university short courses; internships in businesses; and observation and study tours (HRDA Project Paper:1987, 15). Yearly amendments to the Limited Scope Grant Agreement (LSGA) between USAID and the GRM set budgetary limits within training by location: U.S. long and short term; third country long and short term; and in-country. Private sector and WID targets are separate categories (see Annex 1). The MP nominates public sector candidates and the CCIM and E/HRDO propose candidates for training supporting the private sector guided by these targets. No committee formally reviews the nominations for short-term training; the E/HRDO makes its final decisions after seeking advice from Mission technical officers or the PSTF when necessary.

Orientation for U.S. Training. Participant orientation for long-term U.S. participants has long been formalized. E/HRDO established a relationship with a state-supported language institution (Cours de Langues) for English and culture training during the DLT (Development for Leadership Training) project. At the time, in-country training of participants in English was perceived as more cost-effective than training in the United States. In addition to being a major client, the Mission provided financial support for the institution.

Orientation meetings for long-term U.S. participants are held either by the Cours de Langues staff or by representatives from the United States Information Service (USIS).

For short-term trainees, E/HRDO holds group orientation meetings when participants will travel together and attend the same program. Otherwise, the HRDA Project Officer conducts thirty-minute individual briefings with each departing participant to give him or her an individualized set of instructions concerning travel times, who to contact, and so on. In an attempt to systemize the process, E/HRDO has developed a checklist for all parting short-term participants (see Annex 4).

Reintegration. The GRM eventually reintegrates all U.S. private-sector-trained participants into productive positions in the government; however, the process sometimes takes time. The

Mission's Limited Scope Grant Agreement with the GRM for the HRDA Project stipulates that the GRM will "use its best efforts to insure that government personnel who have successfully completed training . . . are placed in positions within government agencies and parastatal organizations that will fully involve them in economic development management and planning (LSGA:1988, I(B)3). Less formally, the GRM agrees to guard short-term participants' positions for them upon return. In practice, these agreements are difficult to fulfill. Once a participant is selected, the GRM detaches him or her from the ministry in which he or she is working and assigns him or her to the MP for the duration of training. Upon his or her return, the participant reports to the MP, which then requests the Civil Service (Fonction Publique) to place the returnee. When participant training lasts longer than the period initially estimated (or any approved extensions), the GRM considers itself no longer responsible for keeping the participant's initial position open; returnees sometimes wait four to five months before job reinstatement and are not guaranteed a position matching their recent training. When the Civil Service finally places such participants, it does not always inform the MP and USAID for tracking purposes.

B.2. Achieving Private Sector Goals. A strong majority of Mali HRDA participants have come from the private sector. Most of these individuals have received in-country training. In neither third country nor U.S. training has participation reached the 50-percent target. Eighty-seven percent of in-country trainees have been private sector participants. Thirty percent of the active and returned U.S. participants, and 42.6 percent of active and returned third country participants have been private sector participants, for an overall average of 82 percent (see Table 3).

The HRDA Project Paper does not define "private sector" but presents a "working definition" "subject to refinement" (HRDA Project Paper:1987, 6). The project draws "private sector training" participants primarily from the local business community. However, individuals in the public sector whose work "directly relates to private sector performance" also benefit from private sector training and are included in the 50-percent private sector target. Thus, eligible participants include persons owning or interested in starting businesses; members of cooperatives; staff and directors of nonprofit and semiprivate associations representing the private sector; educators responsible for management and skills training in the private sector; officials responsible for policy decisions affecting the private sector; and staff of financial institutions that provide credit to the private sector (HRDA Project Paper:1987, 23).

The HRDA Project targets small and medium-sized firms with assets up to \$500,000 and employing up to 150 persons. The informal sector microentrepreneur is not targeted specifically by HRDA because of the difficulties of implementation and followup (HRDA Project Paper:1987, 23). However, in-country training in Mali has included microenterprises and may soon include the informal sector. E/HRDO has defined small enterprises as those with less than ten employees and able to effectively absorb and utilize a loan of \$1,000. With the assistance of the In-country Training Coordinator, the Mission feels it will be able to implement and follow up training activities targeting this audience.

Recruitment and Selection. USAID/Mali has not taken advantage of the provision in the project paper for a Private Sector Advisory Board (PSAB). PSABs were to be responsible for

“promoting project activities, nominating candidates for participant training, and assisting in training needs assessments, program designs, monitoring and evaluation for in-country training programs.” (HRDA Project Paper:1987, 24). The PSAB would be composed of representatives from private sector organizations such as the Chamber of Commerce and trade and cooperative associations.

E/HRDO does, however, work with the Mission PSTF in its selection process. The Mali Mission PSTF is the keystone to the selection of private sector candidates. However, clear selection criteria have not been developed, and the selection process is long and time consuming. The role of the Mali Mission PSTF differs strongly from that of the PSAB foreseen in the HRDA Project Paper. The central activity of the PSTF with regard to training is to select among candidates nominated by E/HRDO.

Mali's PSTF nomination capability is limited because meetings more often than not consist solely of USAID staff and do not contain members from the private sector aware of training needs and able to nominate known candidates. As a result, E/HRDO recruits participants primarily through direct contact with individual private organizations and associations. The office also relies on Mission Project Officers and, for the past two years, announcements in national papers for long-term positions. Nominated private sector candidates come from a great variety of firms usually unknown by E/HRDO staff. When the E/HRDO receives private sector nominations, it is rarely aware of the working conditions of the candidates. The necessary background checks on nominees, time-consuming in themselves, are drawn out because they are managed by a committee.

Planning. The E/HRDO does not develop independent private sector training plans but relies on the budgetary limits incorporated in the amendments to the LSGA as guidelines. It is developing an annual calendar to fill this need.

Entrepreneurs International. The Entrepreneurs International (EI) program began under the SHRD-III project and has been continued under the HRDA Project. EI works with the American private sector to provide Malian entrepreneurs with productive short-term (3- to 6-week) visits to the United States, during which time they participate in on-the-job training, visit American businesses, establish contacts with the American private sector, and attend conferences. Of the eighteen private sector U.S. technical training participants, eight were trained in the AID/W Entrepreneurs International (EI) program. Two of these eight participants were women.

An evaluation of the EI program conducted for the Mission in November 1990 revealed that, despite the general satisfaction with the program on the part of the participants, a number of aspects of the program need to be refined. The document recommends broader recruitment; refined selection procedures; a formalization of evaluation procedures; certain cost-cutting measures; and increased women's participation. Many of these recommendations apply to other components of the HRDA Project and are noted elsewhere in the MYCTSP. Recommendations unique to the report include the reduction of participant voyages within the United States, and the development of a data bank on U.S. business practices (Traoré:1990).

The E/HRDO has developed an action plan to incorporate these recommendations (see Annex 5).

B.3. Women In Development. As noted above, the HRDA Project Paper sets a 35-percent participation rate for women. Overall participation in Mali has fallen only slightly short of this target, but in some subcategories participation falls very short. To date in Mali, 27.6 percent of U.S.-trained participants have been women. Women constituted 12.2 percent of third country participants. A substantial 46 percent of in-country trainees have been women. The office has also conducted a successful in-country seminar for eighty-five women entrepreneurs (see Table 3). Although these figures do not reach the established targets, they do represent a great advance over women's participation rates in previous projects. SHRD-III funded no academic training for women in Mali, and less than one percent of the participants receiving technical training in the United States were women. Women's overall participation rate in the project was 14.42 percent (EDC:1989).

The major constraint upon women's participation in academic programs is not a lack of qualified women, but the limited distribution of information concerning available funding (EDC:1989, Section I,8 and Section II,6). In response, in its announcements of training opportunities in the local media, the E/HRDO emphasized the availability of such opportunities to women. E/HRDO plans to expand the distribution of information to other media once the office has refined its system for processing greater volumes of applications.

In addition to changing recruitment methods, in February 1991 the E/HRDO identified a WID coordinator to work with the GDO/WID coordinator and promote women's concerns. The HRDA WID coordinator now sits on the PSTF with the Mission WID coordinator and is consulted in the approval of all other training activities. She also maintains contact with a variety of women's organizations that she supports in the development of training proposals.

B.4. Historically Black Colleges and Universities (HBCUs). As did its predecessor AMDP (Africa Manpower Development Project), the HRDA Project emphasizes the use of HBCUs for all project activities. The HRDA Project Paper targets at least 10 percent of all U.S. academic and technical placements in programs offered by HBCUs (HRDA Project Paper:1987, 12). The project paper recommends that where training institutions are indicated on participants' PIO/Ps, missions use NAFEO documents on HBCUs' capabilities and interests along with assistance from the project's training coordinator or S&T/IT (HRDA Project Paper:1987, 58).

E/HRDO has not been able to obtain data on the number of participants being trained in HBCUs and has requested that LABAT-ANDERSON Incorporated assist the Mission in its compliance.

B.5. The Participant Training Management System. The E/HRDO is presently resolving the constraints to maximum utilization of the Participant Training Management System (PTMS). It is also promoting sustained institutional development and greater transparency in training through the transfer of the system to the MP.

PTMS was installed in the Mali Mission in October 1988. The system tracks participants from their nomination through processing, training, and their return to Mali. PTMS also manages a limited amount of followup information. ReportWriter software has been installed in the system and the E/HRDO office no longer uses the PTMS standard set of reports. Instead, it uses the ReportWriter to design reports that the Mission needs.

The E/HRDO plans to develop a system with which it can monitor the progress of participants from their initial application to their re-insertion into the workforce after training. In addition to aiding the E/HRDO staff, such a system would be used to keep the appropriate GRM ministries informed of participant progress. The E/HRDO foresees using the system to track both participants in centrally funded activities and in-country trainees, as well as generate meaningful reports on these activities. (See Annex 6 for the E/HRDO suggested implementation plan developed by LABAT-ANDERSON Incorporated.)

To promote sustained improvement in the GRM training and increase access to training management information, E/HRDO is reinforcing the training management system at the MP. It has financed the purchase of a computer for the MP and will fund training for MP staff by the end of FY 1991. E/HRDO has also scheduled short-term management training in Abidjan for the assistant to the MP, Human Resources Division. E/HRDO plans to eventually turn over a PTMS system to the MP.

C. Summary: The Targets

The HRDA targets have been met in many categories. Overall private sector and gender goals are being met. However, a strong in-country showing in these categories is offset by a weak third country and U.S. showing. Participation falls short most strongly in regional seminars and women's participation in third country training activities. E/HRDO will strengthen its recruiting in both of these categories (see Table 4).

**Table 4. Mali HRDA Participation Levels by Training Type and Location
Percentage Points Below HRDA Targets**

	Overall	Women	Private
US	6.1	7.4(4)	19.4(12)
Third Ctry.	-1.7	22.8(12)	7.4(5)
Regional	9.9	-65.0(-2.5)	-50.0(-2)
In-Ctry.	-14.2	-10.6(-35)	-36.9(-162)

(X) = Number of participants short of target given actual participation levels by location.

Of the strategic objectives identified in the DFA and CDSS, HRDA has placed the overwhelming emphasis on management and business. Eight of ten in-country activities have taught basic business management skills. Eighty of 109 participants in U.S. or third country technical training have received training in business management, economics, management, or administration. Only fifteen have received training in agriculture-related fields and three in health or nutrition (see Table 5). The training management strategy presented in Section II will enable E/HRDO to determine whether this cross-sectoral emphasis on business and management is appropriate, or if it should strengthen its reinforcement of project training in particular sectors.

Table 5. Mali HRDA Participation Levels by Sector Returned and Active Technical Training

Private Enterprise and Management*	80
Agriculture and Related Fields	15
WID issues	5
Health	3
Education	2
Other	11
Total	116**

* = Includes programs in business management, economics, management, and administration.

** = Of 132 returned or active participants in technical training. Information on 16 participants is not available.

SECTION II

Proposed USAID/Mali HRDA Training Management Strategy

I. Objectives

During the 1991-1995 period covered by the Multi-Year Country Training Strategy and Plan, the Mali E/HRDO will work toward the following training objectives:

- A. Greater transparency and accountability in the planning and recruitment process.
- B. Provide support to Mission Project Officers and program development staff, helping them meet CDSS training targets.
 - 1. To provide timely and useful information on the Mission's training portfolio
 - 2. To help coordinate Mission training activities
 - 3. To identify and update training needs
- C. Increased emphasis on institution building.
 - 1. Transfer information capabilities to MP and
 - 2. Provide technical advice, training, and support to training institutions
- D. Improved coordination with other donors and training institutions to increase the effectiveness of in-country training.
- E. Greater program efficiency.
 - 1. Develop and improve management systems
 - 2. Train E/HRDO staff

The actions E/HRDO will take to reach these objectives are discussed below and summarized in Annex 7.

II. Training Management Strategy

The E/HRDO will work toward its objectives through specific modifications at each of six stages of the training process: planning, recruitment, selection, orientation, training, and post-training activities.

A. Planning

E/HRDO will improve its information-gathering and coordinating functions while supporting the institutions with which it works. It will limit duplication and promote complementarity among training activities provided by Mission projects, other donors, and private and public training institutions. Through better coordination with other training institutions, E/HRDO will

also identify specific training needs as it extends its activities to new social groups and regions of the country.

A.1. Public Sector Planning. E/HRDO will achieve its public sector targets and promote transparency in training in its work with the MP. Until recently, all candidates for public sector training have been nominated by the MP. Only occasionally were these nominations challenged. However, as noted in Section I, this process has resulted in the limited participation of certain categories of people, such as women in third country training programs and people living outside of the capital.

The USAID/Mali Mission will renegotiate the LSGA in order to ensure that HRDA quotas are filled. The HRDA Project Paper suggests that missions may wish to “use grant agreements to gain consent of host governments to seek out women for training . . .” (HRDA Project Paper:1987, 32). This will require rewriting the categories of the Financial Plan in the manner indicated in Annex 2. Furthermore, E/HRDO will reserve the right to suggest candidates when the MP is unable to find candidates with the proper qualifications.

At the same time, E/HRDO will strengthen its own and the country’s needs assessment capabilities by going forward with institutional support for the MP. E/HRDO seeks to provide the Ministry information management capabilities similar to those of the PTMS system, but built on a data base that includes all training activities in Mali. The Ministry will eventually be able to produce portfolios of all completed, ongoing, and planned training activities, thus enabling Mali to plan complementary training activities. E/HRDO will use participant information centralized by the MP to avoid sponsoring redundant training of individuals, as well as to identify and locate returnees who could upgrade their skills through short-term in-service training.

E/HRDO will develop the scope of work and budget for the necessary program development and training based on the Hunsbergers March 1991 report.

A.2. Private Sector Planning. To speed selection and integrate the private sector into private sector planning, E/HRDO will establish a Private Sector Advisory Board (PSAB). The Mission PSTF plays an important role in the private sector training process; however, participant selection by committee has proven cumbersome. As an advisory board, the PSAB will open its doors to participation from all private sector associations and give them a role in the planning of private sector training. Rather than selecting and approving individual candidates, the PSAB will be responsible for “promoting project activities, nominating candidates for participant training, and assisting in training needs assessments, program designs, monitoring and evaluation for in-country training programs” (HRDA Project Paper:1987, 24).

E/HRDO, with the advice of the PSAB, will also periodically contract Malian research consultants to conduct focused needs assessments to guide the development of particular in-country training activities.

A.3. Planning within The Mission. E/HRDO will work closely with Program Office staff, taking a proactive interest in the design and planning of projects with training components. E/HRDO will provide such services as costing-out particular training activities and researching training institutions. E/HRDO will support Project Officers by providing information on training opportunities available, as well as assistance in fulfilling reporting and evaluation requirements.

Working more closely with Project Officers will enable E/HRDO to improve its own planning and management information system. E/HRDO will identify Mali's needs in basic cross-sectoral training through work with the Project Officers. Where Project Officers identify basic skills such as accounting or basic management, HRDA will support in-country training activities in these fields with large standardized training programs.

In addition to developing targets in basic training subjects, E/HRDO will provide the necessary assistance so that a Mission training portfolio may be developed with training data disaggregated by sector and gender. Once the portfolio has been determined, targets will be established within each of the various project sectors.

A.4. Planning and General Issues.

Interaction with Other Donors. USAID planning will be improved through the incorporation of lessons learned by other donors in Mali. E/HRDO will organize a one-day workshop to which the training officers of all donors in Mali will be invited. The workshop will be sufficiently structured so that participants in the various levels of the training process may select the most appropriate segments to attend. The workshop will be the basis for continued contact among the participants.

E/HRDO planning capabilities for the public sector will also be strengthened through closer contact with the national school for administration, Ecole Nationale d'Administration (ENA), whose staff has extensive experience training public officials. Through the Cellule pour le Perfectionnement à l'Administration et à la Gestion (CEPAG) project, ENA continually trains public officials in Bamako and the nation's outlying regions. At critical planning phases, E/HRDO will seek advice from this valuable resource.

Training Library/Documentation Center. Access to necessary information plays a central role in planning. In addition to the information management activities mentioned in following subsections of this document, E/HRDO will develop a training library/documentation center, which will house information on national, regional, and U.S. training and research institutions; needs assessments and training evaluations; documents from training programs in other countries; and other relevant materials.

E/HRDO will seek new and updated information and documents for the library. Yearly schedules will be requested from training institutions. When the library receives information about training opportunities without enough lead-time to recruit participants, the librarian will inform the sending institutions.

The HRDA Project Paper provides for studies of African training institutions to be made available to missions. E/HRDO Mali has received such documents, which proved useful at one time but are now out of date, except for Senegal which provides updates at a satisfactory frequency. Through the library, existing documentation will be updated through requests to the other missions and institutions.

The library will also be the center for the development of a regular newsletter informing Mission staff, GRM officials, and private associations of training opportunities.

E/HRDO will assign a staff intern to maintain the library.

Staff Training. In order to more successfully attain its objectives, the Mali E/HRDO will seek training for its staff. The needs expressed by E/HRDO staff are as follows:

Boubacar Diallo, E/HRDO

- Management skills
- HRD management
- Development studies
- Training Officers' workshop

Manlafi Keita, Training Specialist

- PTMS training
- Advanced DBase programming
- Training Officers' workshop
- Management skills
- HRDA workshop

Djenebou Mariko

- PTMS training
- Training Officers' workshop
- WID training
- Site visits to training institutions and programming agencies

Yacouba Konate

- Management and evaluation of training programs
- PTMS training
- Small enterprise development
- Training Officers' workshop
- HRDA workshop

The E/HRDO will work with the Mission to resolve the problem of financing staff training. Except for the In-country Training Officer and two interns, E/HRDO staff is paid with Mission operating expenses and cannot receive HRDA funding for training. The Mission has suggested that they be transferred to the HRDA Project budget; however, the HRDA Project Paper only provides for the support of a local Training Officer (HRDA Project Paper:1987,

19). Furthermore, E/HRDO staff hired with HRDA funds would be compromised in negotiations with the MP.

B. Recruitment

E/HRDO will take a variety of steps to broaden its recruiting. The MP and the Chamber of Commerce (CCIM) have demonstrated a limited ability to reach qualified candidates from certain geographic and social categories. At least 70 percent of participants for U.S. and third country training have been recruited from Bamako. MP and CCIM have also nominated a limited number of women for training. Even within the capital itself, information concerning training opportunities frequently receives limited distribution.

B.1. Public Sector. To extend access to training, the E/HRDO has encouraged the MP to recruit greater numbers of candidates from which E/HRDO may select participants. The E/HRDO has also placed notices for long-term positions in the country's newspapers in which application by women was encouraged. These efforts have improved the pool of candidates, yet prescreening may still be taking place at the MP.

As part of its new strategy, E/HRDO will request that the MP post training opportunities in public places in relevant ministries and regional government offices. Training notices received without sufficient lead-time to inform potential candidates in the country's outlying regions will not be posted.

Public posting in itself, however, will not solve the problem of recruitment from outlying regions. In its future negotiations with the MP, E/HRDO will suggest the establishment of flexible regional targets. It will also rely on its closer working relationship with Mission Project Officers to identify candidates for training and match them with appropriate programs. With MP agreement, E/HRDO will consider candidates nominated by Project Officers to ensure training targets are filled. Working with Project Officers will not only increase the pool of candidates but also facilitate evaluation, followup, and tracking.

E/HRDO will also maintain better contact with the numerous government agencies, organizations, and associations with representatives throughout the country. The MP will be encouraged to maintain similar contacts. Recruitment in specific fields may be conducted directly through GRM ministries with disbursed personnel, association memberships, and other existing widespread networks.

B.2. Private Sector. To diversify the pool of private sector applications, E/HRDO will request that CCIM post all private sector training opportunities in its daily newsletter.

To further improve private sector recruitment, E/HRDO will conduct an open, well-publicized conference inviting representatives from professional associations, training institutions, and other organizations. In the conference, E/HRDO will present the Mission training plan and distribute brochures explaining how to apply for funding. Conference

participants will receive a followup newsletter updating training opportunities. The E/HRDO staff will make similar presentations during visits to the country's regions.

Professional associations, like the government, tend to be centralized, with infrequent communication with local branches. While recruiting through local institutions, HRDA will specifically target regional representatives for training. E/HRDO staff may also be obliged to attend general assemblies of the larger associations to ensure a wide distribution of information concerning training.

The In-country Training Officer will develop a directory of local institutions from the participant list of the private sector conference. Because transparency in the recruitment process will greatly increase E/HRDO management responsibilities, E/HRDO will streamline its procedures for accepting, screening, and tracking individual and project requests.

The E/HRDO developed the application form currently used, a type of C.V., in 1985. E/HRDO will simplify this form and develop a pre-application short form to speed screening.

E/HRDO will establish a tracking system to log requests for training and ensure acknowledgment of receipt of requests for training within two weeks. Parallel systems will be developed for requests for in-country training funding as well as long- and short-term training for individuals (see Annexes 3a and 3b for example forms).

C. Selection

E/HRDO presently relies on the MP and the PSTF for much of its participant and local training project selection. The new planning and recruitment procedures will oblige E/HRDO to make most final selections. To ensure appropriate and equitable selection, the E/HRDO will work with the MP and the PSTF to establish clear criteria for U.S. and third country participants and in-country training proposals. E/HRDO will provide the PSAB with regular reports of all private sector activities it has approved. For private sector candidates, E/HRDO will expand the existing application form to include information on the firm of origin and the job responsibilities of the applicant and to enable selection on the basis of the training's contribution to national development goals. The same forms may eventually be used to formally gather similar information on public sector candidates (see Annex 8).

The abilities and needs of members of private associations and organizations vary greatly. For the selection of in-country training activity participants, the In-country Training Coordinator will assist representatives of groups hosting training activities to develop participant criteria to ensure that participant needs match the training activity planned.

D. Orientation

E/HRDO will reassess orientation procedures for long-term participants and modify procedures for short-term participants to increase program efficiency.

D.1. Long-Term Participants. E/HRDO will use the assessment of local training institutions it has proposed for 1991 to determine whether USAID/Mali should grant direct support for the Cours de Langues institute, and if so, what manner of support it should give.

USAID/Mali continues to send long-term participants to the Cours de Langues institute for language training and cultural orientation. Although E/HRDO has not formally studied the issue, it appears that the quality of the training has deteriorated in recent years. Examination dates are regularly postponed, and participants take longer to reach the required TOEFL scores. Participant training in the United States may now actually be more cost effective because of the extended periods it takes students to achieve adequate TOEFL scores in-country. Particularly hard times face the institute in the near future because the government plans to withdraw its support.

D.2. Short-Term Participants. E/HRDO will further formalize short-term trainee orientation by wedding the existing predeparture checklist to forms providing individualized information and a timetable.

E. Training

Specific training activities will be designed to strengthen Mali's training institutions. To improve the quality of training received, E/HRDO will coordinate in-country training with followup and credit components. It will also increase the use of study tours and require participant cost-sharing for some in-country and third country training activities.

E.1. Training of Trainers. Some HRDA training will improve Mali's training institutions themselves. The In-country Training Coordinator, in conjunction with the rest of the E/HRDO staff, will identify needs in local training institutions and send selected candidates to appropriate training activities in Mali or third countries. As with all E/HRDO training activities, gender will be taken into account in the recruitment and selection process.

E.2. In-country Training. E/HRDO will sponsor training activities tailored to the needs of participants and ensure that participants are able to apply their training to everyday problems. To this end, it will favor training proposals that include follow-on or OJT components. Although the Mission itself will not use HRDA funds to support follow-on training, it will encourage collaboration with the numerous local organizations with agents in the field. One collaboration of this sort has already proven fruitful. USAID/Mali has sponsored small business management training through the Chamber of Commerce and the Peace Corps. Peace Corps volunteers provided on-the-job counseling to entrepreneurs after initial training courses. Not only were the volunteers able to assist participants in applying lessons learned, but they were able to assess the appropriateness of the course curriculum. E/HRDO has identified a wide variety of projects, state organizations, associations, and government offices with field agents who could provide follow-on training. Examples include Fonds Europeens du Development (FED), Centre d'Etudes et de Promotion Industrielle (CEPI), Cellule pour le Perfectionnement à l'Administration et à la Gestion (CEPAG), Office National de la Main d'Oeuvre et de l'Emploi (ONMOE), and DNA-Coop.

When selecting programs with which it will conduct business training, E/HRDO will favor those with a credit component. New entrepreneurial training programs often require a credit program in addition to follow-on training to be effective.

E.3. Training Fees. E/HRDO will request that in-country trainees contribute at least a symbolic sum for their participation in training activities. Although representatives of several of the organizations and associations with whom USAID works argue that such a fee would severely limit participation, the experience of a variety of local training institutions indicates otherwise. CEPI, Centre de Formation en Informatique et Bureaucratique (CEFIB), CEPAG, Bureau d'Assistance pour la Realization et la Reabilitation des Entreprises et Projets (BARREP), and Cours de Langues require fees for training. Determining appropriate fees depending upon the target audience's ability to contribute will result in limiting the exclusion of less advantaged candidates. The value of training activities for which individuals are not willing to contribute even a symbolic sum must be reconsidered.

The requirement to contribute a limited amount toward training will also be extended to private sector participants sent to third countries. However, because a significant proportion of third country participants will be representatives of rural cooperatives, regional associations, or fledgling national associations, E/HRDO will request only a moderate contribution to allow participation from these target populations. E/HRDO will set the fee schedule with the assistance of the PSAB.

E.4. Study Tours. E/HRDO will also make full use of study tours. Study tours can be a flexible means to efficiently train specific populations in skills for which training programs have not been established.

F. Post-Training Activities

F.1. Tracking. E/HRDO will promote the tracking of participants by the MP and the Association of American University graduates (Association des Ancien Universitaires Americain, or A.U.A.) to complement its own systems in the short term and replace them with national systems in the long term.

The A.U.A. is a loose association of more than two hundred graduates of long- and short-term training in the United States and Canada. A directory of A.U.A. members by specialization would be a service valued by donors, NGOs, businesses, and consultancy firms alike. At present, A.U.A. does not keep detailed information on members beyond the list of people who have purchased membership cards. E/HRDO will provide technical assistance and minimal startup funds to encourage the A.U.A. in developing this service with the goal of establishing a self-supporting network funded through finder's and placement fees. Once the network is established, E/HRDO will refer requests for local experts to the A.U.A.

Because only a portion of all HRDA participants will join the A.U.A., E/HRDO will encourage the MP to develop the capability to follow returned participants in their new posts,

a reporting requirement not identified by MP in previous discussions with USAID concerning the information management system being developed (see Hunsbergers: February 1991, II.b.).

To prepare for the eventual implementation of a post-training tracking system by the MP, E/HRDO will develop a list of participants who have returned in the past six months and request the MP to provide their posting announcements from the Civil Service (Notice de Fonction Publique). Subtracting participants for which it has received information and adding any new returnees, E/HRDO will use this list as a basis for monthly requests to the MP concerning participant reinstatement. Information received from the MP will form the basis of a directory of returned candidates and post-training evaluations.

F.2. Evaluation.

Long-Term Training. With its improved followup capabilities, E/HRDO will locate long-term participants whose input has been lost in the past—most commonly individuals who remain unemployed for long periods before reinsertion—and administer evaluations of training program quality, adaptation to needs, and appropriateness of position upon reentry into the workforce.

Short-Term Training. The E/HRDO will develop an evaluation form to replace the present system of conducting informal debriefing sessions for short-term training returnees. The evaluation form E/HRDO presently uses for long-term participants will serve as a basis for the new form (see Annex 9). Information collected with the evaluations will be used in reports assessing the institutions to which HRDA sends participants. Such reports will be valuable to the MP, E/HRDO, and the PSAB in their planning sessions.

In-country Training. The In-country Training Coordinator will continue to request that institutions implementing training devise and conduct evaluations of training activities. Over time, the In-country Training Coordinator will establish specific standards for evaluations. The In-country Training Coordinator also will encourage training implementation institutions to develop these standards as part of E/HRDO's institution-building effort.

The In-country Training Officer requests lists of participant names and addresses from organizations implementing training activities. In addition to fulfilling reporting requirements, this information will be used to develop a sample for long-term impact evaluations.

F.3. Reintegration. The participant tracking system being developed at the MP will enable it to notify the Civil Service and Ministry of Finance of participant status in a timely manner, thus reducing the chance of participant loss of positions after long-term training. If post-training tracking indicates that a significant proportion of returned candidates wait extended periods before becoming active, E/HRDO will work with the MP and Fonction Publique to ensure that returned participants are “fully involve[d] in economic development management and planning,” as set forth in the LSGA. This may be achieved through a system of advance notice of participants' return to the Fonction Publique or other methods improving communication between the MP, E/HRDO, and the Fonction Publique.

ANNEX 1

**Financial Plan
to the Limited Scope Grant Agreement
Between GRM and USAID/Mali, HRDA**

TYPE OF TRAINING	PREVIOUS (\$000)	THIS AMENDMENT (\$000)	LOP TOTAL (\$000)
I. U.S. LONG TERM			
II. U.S SHORT TERM			
III. THIRD COUNTRY LONG TERM			
IV. THIRD COUNTRY SHORT TERM			
V. IN COUNTRY TRAINING			
VI. PRIVATE SECTOR			
VII. WOMEN IN DEVELOPMENT			
VIII. TECHNICAL ASSISTANCE			

ANNEX 2

**Revised Categories for the Financial Plan
to the Limited Scope Grant Agreement
Between GRM and USAID/Mali, HRDA**

TYPE OF TRAINING	PREVIOUS (\$000)	THIS AMENDMENT (\$000)	LOP TOTAL (\$000)
I. U.S. LONG TERM			
II. U.S. SHORT TERM			
III. THIRD COUNTRY LONG TERM			
IV. THIRD COUNTRY SHORT TERM			
V. IN COUNTRY TRAINING			
VI. PRIVATE SECTOR LONG TERM *			
VII. PRIVATE SECTOR SHORT TERM **			
VIII. WOMEN IN DEVELOPMENT LONG TERM *			
IX. WOMEN IN DEVELOPMENT SHORT TERM **			
X. TECHNICAL ASSISTANCE			

Categories with * = new categories

Categories with ** = those in which Mission is weakest

ANNEX 3B

In-country Training Project Data Sheet

Project Name: _____

Project Tracking Number: _____

Training Organization: _____

Target Audience: _____

Training Topic: _____

Training Format: OJT
Seminar
Workshop
Other

Female Male Total

Proposed Number of Participants
Number Completing Training

PROJECT STATUS	
Stage	Date Completed
Initial Contact	_____
Development Stage	_____
Proposal Submitted	_____
Recruitment	_____
Selection	_____
Training Activity	_____
Evaluation	_____
Follow up	_____

Comments:

ANNEX 4

Predeparture Actions Checklist

PREDEPARTURE ACTIONS CHECKLIST

Actions	Planned Date	Agent	Actual Date	Remarks
1. Record request		LC		
2. Review and Acknowledge receipt of request NB: make sure dossier is complete (CV+Photos)		LC		
3. Prepare PIO/P (3 pages)		DM		
4. Send nomination cable		DM		
5. Distribute PIO/Ps, Pouch copies of PIO/P, and cable (+ fiscal data) ?		LC		
6. Prepare Voucher for AMA		LC		
* 7. prepare Travel Request for tickets		LC		
8. Request Authorization for Med Exam from Mgmt		DM		
9. Prepare Med. Exam package and brief participant on completion of form (+ 2 photos: 1 for Medcert, 1 for Visa) Remind them of Vaccination and Ordre de Mission requirements		BD MK DM		
10. Prepare IAP 66 A form (for visa)		DM		
11. Prepare cable with Arrival Notice (ETA, flight data, Medcert AMA, return tickets, fiscal data as approp.)		BD MK		
12. Prepare Employment Attestation form (for Employer or DNP to sign)		BD/MK		

Actions	Planned Date	Agent	Actual Date	Remarks
13. Prepare Receipt Statement and Attestation of Understanding of the use of AMA + Commitment to submit a Report and unused portions of tickets and MCOS + Acceptance of allowance rates and package lodging arrangements made by seminar organizers			BD/MK	
14. Prepare package including - Conditions of Training - Return & 5 year Commitment - Passport leaflet ✓ - AID Participant's pin ✓ - Adresses & Tel. Nos. ✓			DM	
15. Make appointment for picking up AMA check(s) from Cashier & tickets predeparture orientation			DM/LC	
16. Provide orientation re - check in and take off time - security measures (ID checking, and regarding searching) - Confidence building			BD MK DM	

ANNEX 5
El Action Plan

The Entrepreneurs International (EI) component of the HRDA Project was evaluated in December 1990 by a private Malian consultant. The report made several recommendations, most of which were found quite relevant. The Mission is currently considering ways and means to implement those recommendations as follows:

Recommendations	Ways and Means of Implementation
1. Widely publicize/Disseminate info on EI program for better identification of potential candidates	1. a) Prepare presentation of EI program in French and distribute copies b) Organize seminar with Chamber of Commerce & Emb/Commerc. section on business opportunities in U.S.A. c) Advertise EI program through local newspapers and through HRDA Newsletter d) Inventory and categorize Malian enterprises which are potential participants of EI program.
2. Set up more adequate selection criteria	2. Establish clear selection criteria as follows: - notoriety, size and potential of enterprise - level of responsibility (position) of candidate - clarity and relevance of objectives - level of preparedness, including: * availability of feasible project * availability of partial funding ("apport personnel") * availability of documentation on enterprise and relevant sector in Malian economy * commitment to contribute & level of contribution (20% or RT airtickets?)
3. Use English language capability as a final selection criteria	3. a) Set up a Business English program for Entrepreneurs ("opérateurs économiques") b) Determine a minimum ALIGU score to be required for final selection <u>N.B:</u> Alternative to satisfactory ALIGU score is for entrepreneur to pick up costs of interpreter services

Recommendations	Ways and Means of Implementation
4. Set up a regular Follow-Up/Evaluation System	4. a) Mission HRDO and PROG to prepare evaluation tools for administration before and after the training. b) Mission HRDO to enforce requirement for participant to submit a report soon after his/her return c) Mission to integrate PIETs evaluation report into final evaluation report. d) Set up follow-up program and schedule based on final evaluation to measure performance and impact.
5. Establish fewer and more focused training objectives; consequently, fewer, but more focused and more substantial visits/contracts.	5. & 6. Mission to share with AID/W and PIET concerns re length of visits and size of U.S. enterprises to be visited: more substantial professional visits (longer exposure & observation) in a few small enterprises (the size of which is comparable to Malian enterprises) will be more beneficial than many short & superficial visits in different enterprises, the size of which bewilders the visitors and leaves little room for adaptation.
6. Establish contacts with more "commensurate"/comparable U.S. enterprises.	

ANNEX 6

PTMS Suggested Implementation Plan

TRAINEE TRACKING SYSTEM DEVELOPMENT
FOR
GOM/MINISTRY OF PLAN

SUGGESTED IMPLEMENTATION PLAN

THIS INFORMATION PROVIDED IN THIS DOCUMENT IS STRICTLY FOR ILLUSTRATIVE PURPOSES. IN NO WAY IS IT THE INTENT OF LABAT-ANDERSON TO SUGGEST THAT THIS IS THE SOLE MEANS BY WHICH THIS EXERCISE MAY BE IMPLEMENTED

SCOPE OF WORK

BACKGROUND

In keeping with the objectives of the Human Resources Development Assistance Project (698-0463) the Mission continues to provide support to the Government of Mali, (GOM) in activities relating to training. The GOM/Ministry of Plan has requested that the Mission provide assistance in developing a Participant Training Management System like tracking system in order that the Ministry be capable of tracking and reporting on all individuals who have either received training or will participate in training activities.

To this end, David Hunsberger, a LABAT-ANDERSON INC. programmer and PTMS Specialist, visited the Mission during the spring of 1991. The purpose of visit, in addition to providing technical PTMS support, was to initiate preliminary discussions concerning a Ministry based system. The results of his finding were presented in his report to the Mission. The following proposed scope of ^{work} is based upon his recommendations.

OBJECTIVES

1. Develop a software data system that will be capable of tracking the processing and training histories of candidates submitted to the Ministry of Plan, by the various agencies of the Government of Mali, for short and long-term training.

2. Develop within the data system a reporting function that will permit the Ministry of Plan to provide notification to the Ministry of Finance as to the status of trainees.

IMPLEMENTATION PLAN

For the development of the Ministry of Plan Trainee Tracking System, the consultant will follow a three-phase plan. Phase I will incorporate the design and design documentation process. The phase will be conducted primarily on-site and will consist of a series of intense interviews with Ministry of Plan personnel. The end result will be a fixed and Ministry of Plan approved data system design. Phase II will involve the programming of the system and initial system testing. The majority of this work will be conducted off-site. Phase III will include system installation and user training. This will be done entirely on-site and will be conducted over a series of two visit to the site.

The Implementation plan described below will be follows:

MINISTRY OF PLAN Training Tracking System Illustrative Level of Effort		Days On-Site (Days)	Days Off-Site (Days)
1	Requirements Analysis		
2	Site Interviews	3	
3	Functional Requirements	3.5	
4	Information Requirements	2.5	
5	Technical Documentation	3	
	Programming		14
	User Documentation		5
	Off-Site Testing		2
	Installation & On-Site Testing	2	
	Initial Training	4	
	Followup Training	4	
	TOTAL LABOR (person days)	22	21

ESTIMATED BUDGET

In order to conduct the development of the Trainee Tracking System the following estimated budget is suggested:

Estimate Salary, Fringe, and Overhead	\$ 18,107.56
Travel & Per Diem	5,218.00
Equipment (software & document publishing)	1,600.00
Miscellaneous (communications, visas)	550.00
Administrative Services	4,440.38
GRAND TOTAL	\$ 29,915.94

CONTRACT SUPERVISION

All the work conducted by the contractor will be supervised by the contractor's home office. An approval for continuation after each phase will be obtained from the Ministry of Plan before commencing a subsequent phase.

ANNEX 7

E/HRDO Action Plan: Objectives and Activities

I. Greater Transparency and Accountability in the Planning and Recruitment Process\Meet HRDA Targets

Activities Completed:

Targeted women in publicity
Identified WID coordinator

Ongoing Activities:

Developing in-country training plan
Developing private sector training plan

Activities Planned:

Work with the MP and the PSTF to establish clear selection criteria
Renegotiate the LSGA
Establish flexible regional targets
Conduct conference for public sector
Expand training announcements to new media
Request that CCIM post private sector training opportunities
Establish PSAB
Request that the MP post training opportunities in public places

II. Provide Support to Mission Project Officers and Program Development Staff, Helping Them Meet CDSS Training Targets

Activities Planned:

Develop mission portfolio
Identify cross-sectoral needs
Establish targets by sector
Conduct cross-sectoral training in basic skills
Provide project development assistance
Create a training library and documentation center
Develop a directory of local institutions

III. Increased Emphasis on Institution Building

Activities Completed:

Financed purchase of computer for MP

Activities Planned:

Develop the scope of work and budget for computerizing MP
Fund computer training for MP staff
Fund training for assistant to the MP Human Resources Division

Continue support for computerization of tracking at MP
Contract needs assessment of local training institutions
Assess possibility of direct support for the Cours de Langues
Train local trainers
Support the A.U.A. to develop an expert location service

IV. Improved Coordination with Other Donors and Training Institutions To Increase Effectiveness of In-Country Training

Activities Planned:

Organize one day workshop for donor training officers

V. Greater Program Efficiency and Effectiveness

Activities Completed:

Hired In-country Training Coordinator
Developed checklist for parting short-term participants
Conducted evaluation of EI program
Developed action plan to incorporate EI evaluation recommendations

Ongoing Activities:

Developing in-country training procedures
Developing standardized trainer self-evaluation process
Developing application procedures
Developing standardized application review form

Activities Planned:

Transform the PSTF into a Private Sector Advisory Board
Create a training library and documentation center
Train staff

Training types:

Emphasize follow-on or OJT components
Emphasize training with a credit component
Emphasize study tours
Require training fees

Systems:

Develop a directory of local institutions
Develop a pre-application short form
Expand application form for private sector
Establish a tracking system for training requests
Reassess orientation procedures
Formalize short term trainee orientation
Formalize short term evaluation procedures

Begin tracking returned participants

ANNEX 8

HRDO Standard Application Form

10/10

USAID/MALI
CURRICULUM VITAE
(FORMULAIRE STANDARD)

NOM : _____

ADRESSE COMPLETE : _____

B.P.: _____ TEL: _____

DATE DE NAISSANCE : _____ LIEU DE NAISSANCE: _____

SITUATION DE FAMILLE: _____

COMPETENCES EN LANGUES

LANGUE	PARLER			LECTURE			ECRIT		
	EXCELLENT	BIEN	MOYEN	EXCELLENT	BIEN	MOYEN	EXCELLENT	BIEN	MOYEN

VOYAGE A L'ETRANGER

PAYS	DATES (MOIS/ANNEE)		BUT (EX. VOYAGE, FORMATION, CONFERENCE). SI FORMATION PRECISER TYPE ET SOURCE DE FINANCEMENT
	DE	A	

ETUDES

NOMBRE TOTAL D'ANNEES D'ETUDE: _____

PLUS HAUT DIPLOME OBTENU: _____

PAYS D'OBTENTION DU DIPLOME: _____

DONNER PAR ORDRE CHRONOLOGIQUE TOUTES LES ECOLES FREQUENTEES A PARTIR DE L'ECOLE PRIMAIRE.

NOM DE L'ECOLE	DOMAINE D'ETUDE	LANGUE D'ENSEIGNEMENT	DATE (MOIS/ANNEE)		DIPLOME OBTENU
			DE	A	

MOYENNE DE SCOLARITE DE L'ENSEIGNEMENT SUPERIEUR: _____

MENTION: _____ RANG: _____

EMPLOI

VOTRE POSTE ACTUEL : _____

NOM ET ADRESSE DU SERVICE EMPLOYEUR : _____

DEPUIS QUELLE DATE OCCUPEZ VOUS CE POSTE : _____

NOMBRE D'EMPLOYES SOUS VOS ORDRES : _____

NOMBRE D'EMPLOYES AU TOTAL (APPROXIMATIF) : _____

BREVE DESCRIPTION DE VOTRE TRAVAIL : _____

ANNEX 9

HRDO Participation Evaluation Form

QUESTIONNAIRE POUR LE SUIVI DES PARTICIPANTS

FINANCES PAR L'USAID

I. Information Personnelle

1. Nom:
2. Adresse:
3. Téléphone:
4. Date et Lieu de Naissance:
5. Sexe:
6. Situation matrimoniale:
7. Education avant la formation financée par l'USAID:

II. Information sur les responsabilités professionnelles avant la formation.

- 8. Ministère/Service d'affectation:
- 9. Titre et poste occupé:
- 10. Grade et échelon:
- 11. Brève description des responsabilités:

- 12. Durée de l'occupation du poste avant la formation (nombre de mois):
- 13. Nombre de personnes supervisées:

- 14. Comment jugeriez-vous vos connaissances professionnelles par rapport à vos responsabilités réelles? (utiliser l'échelle indiquée ci-dessous pour en indiquer la mesure en encerclant le chiffre correspondant).

Connaissances minimales					Connaissances maximales				
1	2	3	4	6	5	6	9	10	

- 15. Comment jugeriez-vous votre niveau de satisfaction relatif à l'exercice de votre travail sur le défi, la responsabilité, l'autorité et la réussite? (utiliser l'échelle indiquée ci-dessous)

Pas du tout Satisfait					Tout à fait Satisfait				
1	2	3	4	6	5	6	9	10	

III. Information sur la formation

16. Université/Organisation:
17. Formation à court terme _____ ou à long terme _____ ?
18. Dates de formation: Du _____ au _____
19. Diplôme obtenu (B.S., B.A., Master, Ph.D.)
20. Quel état votre domaine d'étude?
21. Durée initiale prévue pour la formation (nombre de mois):
22. Durée effective de votre formation (nombre de mois):
23. Coût total de la formation:
24. Quel projet a financé votre formation?
25. Quelle a été la durée de votre formation en langue anglaise au Cours de Langue à Bamako (nombre de mois)?
26. Meilleur score de TOEFL obtenu:
27. En arrivant aux Etats-Unis, votre niveau de langue anglaise vous-a-t-il permis de vous intégrer dans le milieu américain soit en classe ou dans les rencontres sociales? (utiliser l'échelle indiquée ci-dessous.

Adaptation
très difficile

Adaptation
très facile

1 2 3 4 6 5 6 9 10

IV. Information postérieure à la formation

- 28. Ministère/Service d'affectation:
- 29. Titre et poste occupé:
- 30. Grade et Echelon:
- 31. Brève description des responsabilités:

- 32. Depuis combien de temps occupez-vous ce poste (nombre de mois)?
- 33. Nombre de personnes supervisées:
- 34. Comment jugez-vous vos connaissances professionnelles par rapport à vos responsabilités actuelles? (utiliser l'échelle indiquée ci-dessous).

Connaissances minimales					Connaissances maximales				
1	2	3	4	6	5	6	9	10	

- 35. Comment jugez-vous votre niveau de satisfaction relatif à l'exercice de votre travail sur le défi, la responsabilité, l'autorité et la réussite? (utiliser l'échelle indiquée ci-dessous).

Pas du tout Satisfait					Tout à fait Satisfait				
1	2	3	4	6	5	6	9	10	

36. Comment jugez-vous la facilité de votre réintégration dans le milieu malien de travail (c'est-à-dire, est-ce que vous étiez considéré comme étant une menace ou une ressource potentielle par la Direction) (utiliser l'échelle indiquée ci-dessous).

Vu comme une menace				Pas de changement d'attitude				Vu comme une ressource potentielle	
1	2	3	4	6	5	6	9	10	

ANNEX 10

People Interviewed

GRM Agencies/Officers

Mr. Hamadou Diarra, Chef de division, DNP
Mr. Salif Samake, Chef de la Formation Ressources Humaines, DNP
Mr. Gaoussou Bah, Assistant Director, DNA-COOP
Mr. Babadian Diakite, Charge de Programmes, DNA-COOP
Mr. Ousmane O. Sidibe, Assistant Director, ENA
Mr. Roger Guillemin, Conseiller Technique Principal, CEPAG

USAID/Mali

Mr. Mamadou Z. Coulibali, Project Officer, Manatali Project
Mrs. Chahine Rassekh, Project Officer, Basic Education Expansion Project
Mr. Dennis Bilodeau, Project Officer, DHV
Mr. K. Tadesse, Project Officer, FSR/E
Mr. Manlafi Keita, Training Specialist, E/HRDO
Mrs. Djenabou Mariko, E/HRDO WID Officer
Mr. Yacouba Konate, In-Country Training Coordinator, E/HRDO
Mr. Boubacar Diallo, Education/Human Resources Development Officer
Mrs. Freda White-Henry, Education/HRDO
Mr. Doral Watts, Livestock Project Officer
Mr. Jon Breslar, Program Office
Mr. David Atwood, Agriculture Officer
Mr. Neil Woodruff, Health and Population Officer
Mr. Tata Sangaré, Health Program Specialist

Training Institutions/Consultants

Mr. Sidiki Traore, IGPG
Mrs. Madina Tall Coulibaly, Directrice, CEFIB
Mrs. Tandia Néné Traoré, Directrice des Etudes, CEFIB
Mr. Mamadou Coumare, Director, BAREEP
Mrs. Fatou Haidra, Economist and Public Relations, CEPI
Mr. Daouda Cisse, Institut Malien de Management et d'Informatique
Mr. Fofana, Director, Cours de Langues
Mr. Ali N'diaye, Interim Director, BECIS
Mr. Seku Kanoute, BECIS

Private Sector Support Organizations and Associations

Dr. Mamadou Bagayoko, President, A.U.A., former director ONMOE
Mrs. Fadima Mariko, President, AFCEM
Mr. Ousame Touré, Secrétaire Général, Federation Nationale des
Employeurs du Mali (FNEM)
Mr. Yaya Sissako, FNEM
Mr. Modibo Tolo, FNEM
Mr. Fuseni Diallo, Secrétaire Général, Chambre d'Agriculture
Mr. Mamadi Dambele, Chef de Division Formation, Chambre d'Agriculture
Mr. Ibrahim Sissako, A.U.A.
Mr. Daba Traoré, Secrétaire Général, CCIM
Mr. Amadou Nyangado, Chef de la Promotion Comercial, CCIM

Donors

Mr. Mamadou Mangara, Gestionnaire de la Formation, FED
Mrs. Hawa Sylla, Chargé du Section Bourse/Formation, UNDP
Mr. Mama Tapo, Chargé des Opperations, World Bank

Others

Mrs. Omou Touré, Cooperative des Femmes Pour L'Education, La Sante Familiale et
L'Assainissement (COFESFA)

ANNEX 11

Documents Reviewed for HRDA Training Plan

- nd. LIMITED SCOPE GRANT AGREEMENT (HRDA)
nd. THIRD AMENDMENT TO THE LIMITED SCOPE GRANT AGREEMENT (HRDA)
nd. PREDEPARTURE ACTIONS CHECKLIST
- 7/1979. A Survey of Malian Farmer's Views and Recommendations Concerning the Training of Moniteurs in the CAAs. John M. O'Sullivan, Ngolo Coulibaly, and Glenn Howze. Tuskegee Institute.
- 4/1984. Sahel Manpower II In-Country English Language Training Feasibility Study. Suzanne M. Peppin. American Language Institute/Georgetown University.
- 5/1989. Future Manpower Needs for CAA Graduates and an Evaluation of the Present Training Program by Employees of CAA Graduates. Glenn Howze. Tuskegee Institute.
- 7/1985. Mid-Point Evaluation Development Leadership Training Project—Mali. Frank K. Abou-Sayf and Cheik Oumar Sidibe.
- ?/1987. WOMEN IN DEVELOPMENT ACTION PLAN. USAID/MALI
- 7/1987. HUMAN RESOURCES DEVELOPMENT ASSISTANCE (HRDA) PROJECT PAPER (689-0463). USAID.
- 5/1988. Country Development Strategy Statement FY1990–1994 MALI. USAID.
- 10/1988. Country Training Strategy: 1989–1990 USAID/KENYA. Human Resources Development Office.
- 2/1989. PRIVATE SECTOR TRAINING NEEDS ASSESSMENT HUMAN RESOURCES DEVELOPMENT ASSISTANCE (HRDA) PROJECT USAID/MALI. David P. Harmon, Jr. et al. Labat-Anderson Incorporated.
- 4/1989. ACTION PLAN USAID/MALI FY 1990–1991.
- 5/1989. FIRST AMENDMENT TO THE LIMITED SCOPE GRANT AGREEMENT (HRDA)
- 5/1989. U.S. Assistance for Africa: The Development Fund for Africa (DFA) An Action Plan.
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- 11/1989. FINAL REPORT, Segment One: An Evaluation of USAID Training Projects and Segment Two: Proposals for a Five Year Training Program With a Sector Study and Needs Assessment in Human Resources Development for USAID, Mali. Education Development Center, Inc. Jeremy Hodson, et al.
- 3/1990. COUNTRY TRAINING STRATEGY HUMAN RESOURCES DEVELOPMENT ASSISTANCE PROJECT (HRDA) FY90–FY94 OAR/BURKINA "DRAFT" Jean-Michel Lebreton et al. Labat-Anderson Incorporated.
- 9/1990. ETUDE D'EVALUATION DU PROGRAMME DE L'INTERNATIONALE DES ENTREPRENEURS (RAPPORT PRELIMINAIRE). Bureau d'Etude du Sahel.

- 12/1990. HANDBOOK ON THE ADMINISTRATION AND MANAGEMENT OF THE DPM/USAID-HRDA 1990/91 IN-COUNTRY TRAINING PROGRAMME.
Directorate of Personnel Management, Office of the President.
- 3/1991. Site Visit to Peace Corps/Chamber of Commerce Small Business Management Courses. Manlafi Keita and Yacouba Konate, GDO/TRNG
- 4/1991. CONSULTANT'S TRIP REPORT. David D. Hunsbergers. Labat-Anderson, Inc.