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ABSTRACT

Under an agreement between the government of Nicaragua and A.I.D., the city of Leon, Nicaragua, was selected for an experimental program of U.S. assistance with urban planning and development. This report from the contractor to A.I.D. describes the planned program as of January, 1976. It presents the basic approach to integrated development programming which includes project preparation and support for implementation of projects, institutional development and staff training, evaluation of development programming activities, and the work schedule. It gives the logistic arrangements, staffing requirements, staff training, the proposed schedule for evaluation of the project, and the phasing out of the contractor's support. It includes the proposed project budget revisions, resumes of candidates for professional staff positions, and contacts made in Nicaragua by the reconnaissance team. The four objectives of the project are (1) to identify types of urban planning and development activities that can function effectively within and near the City of Leon; (2) to assist the City of Leon in dealing with day-to-day development issues that will affect the long-term character of urban growth and change; (3) to establish a system of development institutions within Leon that are linked effectively with existing institutions at the regional and national levels; and (4) to establish a mechanism for a continuing evaluation of the Land Use Programming approach and the methods adopted in the project.

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**LAND-USE PROGRAMMING AND CONTROL FOR
INTERMEDIATE-SIZE CITIES IN THE DEVELOPING AREAS --
AN EXPERIMENTAL PROJECT IN LEON, NICARAGUA**

**Reconnaissance Report
Work Plan and Project Schedule**

**Prepared
for**

**United States of America, Department of State,
Agency for International Development
SER/CM/COD/TAB
Cognizant Scientific/Technical Office: A.I.D. - TA/UD**

by

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INTRODUCTION

This report is prepared pursuant to AID TA/UD Contract 931-11-899-053, Land Use Programming for Intermediate-Size Cities - Leon, Nicaragua, and is based upon a reconnaissance visit made to Nicaragua between January 5th and 17th, 1976 in accordance with the terms of the contract.

This preliminary visit included a field investigation of conditions in Leon and its region, interviews with key government officials and other appropriate persons in Managua and Leon and an identification and evaluation of the data and other resources expected to be available for the main project work. (See attached list of persons contacted.)

The field investigation served as the basis for discussing with relevant persons and organizations the purposes and scope of the work to be accomplished by the project, its organizational setting, its staffing and logistics. Emphasis was given to identifying the activities and working arrangements necessary to pursue the following objectives for the Project:

1. Identification of the types of urban planning and development activities which can function effectively outside of Managua within the local context of Leon.
2. Assistance to the City of Leon in dealing with day-to-day development issues which will affect the long-term character of urban growth and change.
3. Establishment of a system of development institutions within Leon that are linked effectively to existing institutions at the regional and national levels.
4. Establishment of a mechanism for building in a continuous evaluation of the Land Use Programming approach and methods adopted in the project.

The Work Program which has been prepared is based upon these discussions. It outlines: 1) the basic approach to be employed by PADCO in carrying out the objectives of the project; 2) an outline of logistic arrangements; 3) an outline of staff requirements; 4) a proposal for staff training, including on-the-job training and training outside of Nicaragua; 5) a proposed schedule for the phasing out of PADCO support and concurrent establishment of the local project team as a self-sufficient Nicaraguan institution in Leon; and 6) budget revisions required for the proposed project.

I: BASIC APPROACH

Within the context of the project objectives, the Leon work will involve a collaborative effort on the part of local, regional and national organizations and the Project Team operating in support of local and regional development goals and objectives. Three aspects of planning and implementation will be of special importance: 1) the development of procedures that will result in timely program and project execution in response to urgent needs; 2) the development of procedures that local planning and implementing agency personnel can maintain with little or no outside technical assistance; and 3) the identification of mechanisms for linking both public and private sector investment and action with the urban development planning and programming process.

In order to accomplish this the project team will focus its activities on the following development programming processes: 1) integrated development programming; 2) project preparation and support for the implementation of projects; 3) training and institutional development including the mobilization of more widespread public participation in planning and development; and 4) evaluation.

A. Integrated Development Programming

The integrated development programming activity is intended to provide a continually evolving framework for guiding the growth of the Municipio. That framework should include:

1. Formulation of a programming model. This will establish a conceptual model of the economic, social, physical and institutional structure of Leon and its links with the region and the nation. This model will be used as a framework for identifying issues and development objectives systematically. It will provide a framework for determining the resources likely to be available for the development of the Municipio. And it will provide a framework for formulating and comparing alternative courses of public action to achieve development objectives. The model will be crude initially -- based on existing information on issues, objectives and current conditions and trends. It will be improved later as additional information is assembled and analyzed.

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2. An identification of development issues in Leon, in its regional and national context.

3. An identification of local development objectives -- linked with regional and national objectives -- and criteria for evaluating alternative courses of public action.

4. An evaluation of the resources allocations for Leon in recent years and an identification, at least very approximately, of the levels of resources that can be expected to be available in the near future (probably during the next five years).

5. An identification of the dimensions and composition of economic and demographic growth likely to occur in the next five and ten years, under explicit policy assumptions, together with an identification of broader ranges of possibilities for longer-term development.

6. An identification of the main areas in which governmental action is likely to be necessary to guide the growth of the Municipio in the next ten years. These action areas are likely to include at least the following:

a. Action to increase employment opportunities and productivity for the Municipio's lower-income households.

b. Action to enable Leon to support more fully the economic and social development of the regional hinterland it serves.

c. Continued improvement of the Municipio's water supply and environmental sanitation, with high priority for the low-income households that are least well served at present.

d. Improvements in the health services available, with high priority for low-income households.

e. Improvements in the education services available, with special attention to functional literacy, elementary education and vocational training -- again, with high priority for low-income groups -- as well as continued improvement of the substantial facilities and services already available for higher education.

f. Action to assist low-income households to have better access to capital assets through which they can improve their own conditions -- including more widespread land ownership, better access to credit for small-scale entrepreneurs and better access to credit for low-income housing.

g. Technical assistance to low-income groups, linked with the provision of better access to capital, to assist them to exercise their considerable initiative (for example, technical assistance to small-scale entrepreneurs, technical training for employees in the public and private sectors, technical assistance in house building and technical assistance in the provision and maintenance of neighborhood facilities and services.

h. Strengthening of existing incentives and regulations to encourage and guide private investment in the development of the Municipio and, where necessary, the establishment of new incentives and controls.

i. Establishment of guidelines and regulations to direct physical growth and change, including an overall plan for land use.

j. Establishment of a program for the provision of integrated communal transportation services and integrated transportation and traffic management in the Municipio.

k. Action to develop the tourism and recreation potential of Leon and Poneloya jointly, including a program for the preservation and enhancement of Leon's historic and cultural facilities and a program for the development of additional tourist facilities in both Leon and Poneloya.

l. Action to strengthen the capacity of local government and intergovernmental institutions for the management of municipal development.

m. Action to strengthen the intergovernmental fiscal system that is basic to the financing of public activity in the Municipio.

n. Action to facilitate more widespread community participation in policy making in the Municipio and more widespread community commitment to policy implementation.

7. A description of alternative possible courses of action in each of these areas (and possibly others) and an identification of the course of action preferred by government for the next ten years.

8. An identification of the specific programs and projects that should be undertaken to implement the preferred course of action, together with the budgeting, organizational and legal instruments necessary for the undertaking of those programs and projects in the near future (focusing on the next five years).

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9. A process for the collection, analysis, maintenance and dissemination of statistical and other information for the management of municipal development.

10. An identification and application of procedures for the evaluation of the preferred development program and individual projects during and after their implementation, together with procedures for determining how the overall program and individual projects should be changed if differences between actual and expected results indicate that changes are necessary.

In carrying out this type of integrated development programming, the project team will utilize as fully as possible the basic processes and methodology which have been adopted by the Seccion de Plan Urbano Regional (SPUR) for similar work in the Managua Metropolitan Area. This will help to insure more effective communication and coordination between the project team and VIMPU throughout the planning period. It will also further strengthen the role of the project team as a field arm of VIMPU by integrating the planning process in Leon with the ongoing programs and projects of VIMPU (and SPUR specifically).

The methodology to be used recognizes the dynamic and changing nature of urban areas and the need to develop programming procedures which can provide initial guidelines for immediate action, with refinements over time to include more detailed studies.

In the area of land-use control, the existing Plano Regulador and Reglamento de Urbanismo for Leon are not being utilized currently. Those documents will be evaluated and instruments which are more appropriate to permit the implementation of a balanced program will be developed. Emphasis will be placed on positive actions by the Government, utilizing governmental powers and resources at all levels to stimulate and channel private sector activity, not just to "control" land use. The types of governmental incentives likely to be considered for inclusion in the development program for Leon will be, for example: 1) land acquisition and management; 2) provision of infrastructure; 3) provision of essential social services; 4) the establishment of joint public/private undertakings; 5) technical assistance to enterprises and households; 6) the mobilization of more widespread public participation in the development process; and 7) the continual dissemination of information relevant for development.

B. Project Preparation and Support for the Implementation of Projects

1. Project Preparation

Project preparation is that stage of the planning and implementing process in which projects that have been identified as likely to be appropriate for achieving the Municipio's development objectives are defined and budgeted fully enough to permit their full appraisal prior to implementation.

The projects to be prepared will be selected from the group identified in the course of formulating a preferred development program.

"Projects" may include both physical development projects (such as the establishment of a new municipal market or site development for low-income settlement) and/or support programs, (such as a training program for small-scale entrepreneurs or a credit program for low-income households).

Project preparation will include the design of projects and the specification of financing, organizational arrangements, and, where appropriate, legislation for their implementation -- developed to a stage sufficiently detailed to facilitate a final decision as to whether or not the project should be implemented. Project preparation usually will not include all of the detailed engineering, architectural or programmatic design necessary for implementation; that detailed work will be undertaken (outside the scope of the present contract) if and when a decision to implement the project has been taken.

Project preparation normally will include the identification of alternative ways of designing and executing a project so that a best possible way (or at least the best among the ways that have been identified) can be selected. To the extent that data and local resources and skills permit, alternatives will be compared through both socio-economic evaluation and financial evaluation.

Where criteria and procedures for project appraisal have been specified by the local government (and/or the central government and international agencies if they are to be involved in project support), alternatives will be prepared in a way which conforms with the requirements of their procedures so that the appraisal task can be expedited.

2. Support for Project Implementation

Technical support will be given to specific projects to facilitate implementation. The technical assistance provided will vary from project to project but might include assistance

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in: a) negotiation with funding sources; b) construction supervision; and c) evaluation of projects during and after their execution.

3. Bases for Project Selection

In the project identification work that is part of overall development programming and in appraisals that follow project preparation, the project team will be particularly concerned with:

- a. The potential contribution of the project to the resolution of urgent problems.
- b. The potential contribution of the project to the institution-building objectives of the Leon work -- including the development of professional skills in the Oficina de Urbanismo, the development of permanent linkages with relevant regional and national organizations and agencies, the effective engagement of private enterprise in the development process, and participant mobilization through which the members of the municipal community can be helped to help themselves.

The projects subjected to appraisal are likely to be of three types:

- Projects already under active consideration;
- Additional projects that can be identified even before an initial development program has been formulated;
- Projects derived from the preferred development program once that program has been formulated.

In discussions with the reconnaissance team, the Mayor has identified the following projects and programs currently under execution or under active consideration:

- Industrial Park Development. Site preparation work currently underway with BID financing.
- Municipal Markets. Renovation of existing markets has been completed to include new stalls for street vendors, relocation of existing stalls and general upgrading of sanitary conditions. The development of a new location for the principal market is being considered.

- Low-Income Housing. The municipality has donated land to BAVINIC for the construction of 400 houses for families with low/moderate incomes.
- New School of Medicine. Final project design completed; construction about to start.
- Health Services. \$200,000 has already been invested in better hospital services. A new emergency room to serve the public is in the planning stages. Additional projects are contemplated.
- Street Cleaning and Garbage Collection. Garbage collection has been improved through the purchase and use of new equipment and street cleaning activities in the central city area have been reorganized.
- Street Paving. The new machinery purchased by the City of Leon is fully functional and permits the paving of approximately five city blocks per month throughout the year.
- Renovation of Airport. Since the earthquake of 1972, progressive renovation and extension of the Leon Airport has been carried out. A regional airport is contemplated at another site in the future.
- Municipal Slaughterhouse. Plan for the project is completed; solicitation of funding has been going on for three years without success.
- Public Washing Facilities. Preliminary consideration is being given to the construction of public washing facilities within the barrios in order to avoid the unsanitary conditions which exist in the Rio Chiquito.
- Transport Terminal. A concession to permit the construction of a regional bus terminal on the Leon Bypass has been requested. The proposed development would eliminate some of the current congestion within the center of Leon and provide for improved regional bus services. New linkages with transport services within Leon need to be developed.
- Access Canal. Public sector equipment and private sector financing is to support the dredging of an existing inland waterway between Poneloya and Corinto to facilitate light (primarily tourist and recreational) maritime traffic.
- Hotel Facilities. The municipality and the private sector are jointly promoting the construction of two hotels (Leon and Poneloya).

Tourist Project, Isla de Juan Venado. The Banco de America (Nicaragua), with the collaboration of the Municipal Government, is planning to develop recreation facilities on the coast near Penitos.

This list is not complete. In the early stages of its work the project team will attempt to develop a complete description and mapping of projects under execution or under active consideration. Where appropriate, the team will prepare for the Mayor an evaluation of projects under execution and an appraisal of those under active consideration.

C. Institutional Development and Staff Training

1. Creating an Urban Development Organization

One of the specific objectives of this project will be to institutionalize a permanent technical staff in the recently established Oficina de Urbanismo or other appropriate local agency or department.

To achieve this the project team will be working closely with Mayor Róger Blandón, Engineer Orlando Terán and other appropriate representatives of the public and private sector to:

- a. Maximize the efficient use of existing urban development skills and resources.
- b. Assist in establishing close coordination of all the planning and programming activities of local, regional and national urban development agencies and organizations.
- c. Advise on development of new public and private resources, bringing them to bear upon day-to-day development problems.

2. Creating a Working Relationship with VIMPU and with All Implementing Agencies of Government at the Regional and National Levels

The project team, while located in Leon as an adjunct to the Mayor's staff, will also operate technically as a field unit of VIMPU and be backstopped by the resources of Seccion Plan Urbano Regional (SPUR) in Managua. During the reconnaissance visit a productive interview was held with Vice-Ministro Osorio of VIMPU to discuss the project and the role and relationship of the project team as a technical arm

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of VIMPU located in Leon. Throughout the two-week visit, Architect Guillermo Pérez, Director of SPUR, assumed full responsibility for assisting the team in scheduling appointments within Managua and Leon, coordinating transportation, evaluating the proposed development programming process, and participating in interviews with Nicaraguan professionals who were candidates for staff positions within the project team. An extremely satisfactory relationship, both personal and professional, was established with Architect Pérez and his staff as well as with a wide variety of professionals within other sections of VIMPU.

Initial personal interviews were also held with the Director of Catastro y Recursos Naturales, representatives of the Oficina Nacional del Planificacion, BAVINIC, Invierno, and the Oficina de los Censos Nacionales. The purpose of these interviews was to gather information and data and to establish a basis for future coordination of project activities with ongoing planning and programming at the national and regional level.

Through its visit, PADCO was able to obtain and review extensive current material on the Regional Decentralization Plan of VIMPU as well as specific study material on conditions within Leon and its region.

To complement this preliminary source material, the following data will be available for the project team by mid-February 1976: 1) the Economic Plan of the Oficina Nacional de Planificacion (ONP) for 1975-1979; 2) the Global Study of the Leon Region of the Catastro of the Ministerio Economica Industria y Comercio; 3) the National Budget of Nicaragua (especially with respect to sectoral investments); and 4) the Municipal Budget of Leon.

Time limitations during the reconnaissance visit did not permit interviews with all of the organizations whose work is relevant to the Leon Project. Additional contacts with the National Ministries of Obras Publicas, Salud Publica, Educacion Publica, Hacienda Publica, Banco de la Vivienda, Fomento Nacional, ENALUP, DENACAL, AGUADORA, and TELCOR will be made by the Field Coordinator upon returning to Nicaragua in February 1976 to begin the project.

It is anticipated that these and subsequent meetings will form the basis for a sustained and meaningful integration of project activities with appropriate governmental agencies, plans and programs at all levels.

The team itself will work continuously to assure that the development programming process of Leon is:

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- a. Oriented to the needs of the implementing agencies;
- b. Flexible enough to respond to changes in needs, policies and programs;
- c. Designed to facilitate rapid decision making and action.

3. Training

The training of Nicaraguan staff members employed by the Alcaldía and the Contractor's Nicaraguan staff in the Oficina de Urbanismo is a fundamental part of institutional development. Because of the importance attached to training, it is dealt with separately in Section IV.

D. Evaluation of Development Programming Activities

To facilitate overall evaluation of development programming activities such as "land use programming" as well as the support of immediate action projects, accurate records will be kept of all stages of programming as well as all "targets" considered for action and will include both qualitative and quantitative ratings within the criteria established for evaluation.

A specific work program will be outlined for each major development programming activity and project. It will include a specific statement of Objectives, Inputs Required, Techniques to be Used, and Timetables for Execution, for each of the following items:

- a. Response to the Problem and/or Opportunity That Is Being Addressed.
- b. Development of Professional Skills.
- c. Institutional Development and Linkages.

To the maximum extent possible, evaluations of each major programming activity undertaken will occur as soon after its completion as possible in order to provide adequate feedback for future land use activities.

The content of specific work programs and evaluative reviews will form the basis for regular written reports to be prepared throughout the effective life of the project. These will include: 1) monthly reports to the Mayor of Leon, the Vice-Minister of Urban Planning and the Director of SPUR; and 2) quarterly reports to AID (TA/UD), Washington.

These written reports will supplement regular "process oriented" briefings which will take place on a continuing basis with both the Mayor of Leon, Don Róger Blandón and the Director of SPUR, Arquitecto Guillermo Pérez in the course of implementing the work program.

It is anticipated that the formal reports will provide a firm basis for evaluating the overall success of the project and the subsequent assumption of responsibility for the work by the City of Leon coincidental with phaseout of AID technical support to the project.

E. Work Schedule

The proposed work schedule is shown in the diagrams below.

PROPOSED WORK PROGRAM

ACTIVITIES:	1976												1977												1978	
	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	
ORGANIZATION OF OFFICE: - Equipment - Personnel																										
DEVELOPMENT PROGRAMMING: - Formulation of programming model - Identification of development issues - Identification of development objectives and criteria for evaluating progress - Establishment of process for collection, analysis, maintenance and dissemination of statistical and other information - Evaluation of resources - Projection of economic and demographic growth - Identification of areas for governmental action - Identification of alternative possible courses of action and a preferred development program - Project identification - Identification and application of procedures for monitoring and evaluating the development program and individual projects																										

ACTIVITIES: <div style="display: inline-block; width: 20px; height: 10px; background-color: black; margin-right: 5px;"></div> Intensive <div style="display: inline-block; width: 20px; border-top: 1px dashed black; margin-right: 5px;"></div> Continuing		1976												1977												1978	
		Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	
STAFFING SCHEDULE:																											
- Jefe del Oficina de Urbanismo (2 man-months as required)		-----																									
- Architect planners (hired by PADCO) (18 man-months) ^{1/}		=====																									
- Economist (hired by PADCO) (18 man-months) ^{1/}		=====																									
- Technical Assistant (engineer/planner hired by Alcadia) (18 man-months) ^{1/}		=====																									
- Draftsman/Data Management Assistant (hired by Alcadia) (18 man-months) ^{1/}		=====																									
- VIMPU (5 man-months as required)		-----																									
- PADCO Field Coordinator (18 man-months) ^{2/}		=====																									
- PADCO Deputy Field Representative (1 man-month)		■																									
- PADCO Executive Manager (1 man-month)		■																									

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NOTES: ^{1/} Continuation shown beyond 18 months depends upon funding outside the present intergovernmental agreement and PADCO contract.
^{2/} Timing of absences of Field Coordinator are purely illustrative.

II: LOGISTIC ARRANGEMENTS

As indicated earlier, the project will be integrated with the Mayor's Oficina de Urbanismo presently staffed by el Ing. Orlando Terán, two building inspectors and a secretary.

Based on conversations with the Mayor during the reconnaissance visit, a large office space sufficient for the full project staff is being prepared. The space is within the City Hall and is immediately adjacent to the office currently occupied by Ing. Terán.

The City of Leon will also be responsible for the following:

1. Office furniture and equipment: Upon approval of this Work Program, a complete list of furniture and equipment will be sent to the Mayor in order that such equipment will be available upon arrival of the project team in Leon. No problems are anticipated in meeting such project needs.
2. Transportation: A car has been purchased for the use of the project team. A chauffeur will be available. Costs of gas and trip expenses will be paid in accordance with agreement 099-1(524), Land Use Programming for Intermediate-Size Cities - Leon, which was signed by representatives of AID, VIMPU and the City of Leon on 29 April 1975. Transportation needs within Managua during the project period will be the responsibility of VIMPU.
3. Correspondence, local telephone, paper and miscellaneous supplies: Costs for these items will be also paid in accordance with the above agreement.

While no definitive housing arrangements have been made as yet for housing the Field Coordinator, no major problems are anticipated. The Mayor and members of his staff are being very helpful currently in exploring possibilities. The matter is expected to be resolved shortly after the Field Coordinator arrives in Leon. As several fine educational

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facilities are available in Leon, no problems are anticipated with the educational needs of the Field Coordinator's dependents.

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III: STAFFING REQUIREMENTS

It is clear from the Basic Approach section of this work plan that this is an ambitious and demanding undertaking. The tight time constraints suggested place a burden on the project team to work with great efficiency to maximize tangible results in addressing the day-to-day urban development problems faced by Leon. The nature of the problem requires that professional and institutional, as well as technical, objectives be met in the selection and implementation of specific land use programs and projects. In order to accomplish this, the project team should incorporate experience and capacity in the following areas of activity.

1. Data collection and portrayal -- graphic and written descriptions.
2. Technical conceptualization -- sophisticated project analyses and evaluations.
3. Field promotion and investigation -- community interviews and interrelationships.
4. Technical project development -- individual technical project preparation in priority areas.

Based upon PADCO's contract with AID and subsequent discussions during the reconnaissance visit, PADCO will provide a Field Coordinator for the project together with a Nicaraguan Architect/Planner and a Nicaraguan Sociologist/Economist, all to be resident in Leon for the full 18 months. Administrative and technical support for this resident staff will be provided by an Executive Manager from the Contractor's Washington office and a Deputy Manager (the Contractor's Manager for Latin American Programs) who will be resident in Central America during the project. Based on the conversations held with VIMPU, a total of two man months is projected for the Executive Manager and his Deputy. VIMPU believes that this will permit visits at appropriate intervals by key PADCO staff, and will allow adequate time for internal discussions at all levels to evaluate the project's progress.

A. PADCO Staffing

1. Executive Manager

PADCO's Executive Manager from its Washington office will be the firm's Senior Vice President, Dr. John D. Herbert, a professional with a broad range of experience in all aspects of urban and regional development in the developing world and with experience in Latin America specifically.

2. Deputy Manager

The Deputy Manager for the project will be the Contractor's Manager for Latin American Programs, Ing. Marco Antonio Cuevas, resident in Guatemala. Because of his location, close to the project, he will be in a position to respond on a day-to-day basis to the support needs of the resident project team.

3. Field Coordinator

PADCO's Field Coordinator will be Joseph Arington whose responsibilities will include overall direction of both the administrative and technical work of the project. He will be the primary "catalyst" in the establishment, implementation and evaluation of a unique collaborative effort on the part of local, regional and national organizations and the project team.

It is proposed that in the process of carrying out his work in Leon, Mr. Arington may be absent from the project from time to time for short periods (up to one month) in order to fulfill other short term assignments for PADCO, if this is consistent with the progress of work in the Leon project. Such intermittent absences, particularly towards the later stages of the project period, would be advantageous in that they would enable the Field Coordinator to be available in Leon over a calendar period greater than the eighteen months anticipated originally. They would also provide for a series of test periods to assist the capacity of the local project team for assuming responsibility for the work in the absence of the Contractor. Short absences of the type proposed would, of course, be subject to the prior approval of AID and the Mayor. While the exact length and scope of such non-projects is unknown it is anticipated that Mr. Arington will be resident in Leon for between 18 and 24 calendar months in fulfilling his eighteen-month input to the project.

B. Nicaraguan Professionals
To Be Hired By PADCO

After reviewing the resumes of a large number of potential candidates, nine persons were interviewed for the two positions budgeted by AID for Nicaraguan professionals on the project team. Their professional backgrounds were as follows: five architects/planners, one economist, 2 sociologists and one engineer. The quality of the candidates interviewed was very high. Many applicants were well qualified both in terms of attitude and experience for employment within the project.

Based upon the interviews and the conversations held with VIMPU officials concerning project needs, serious consideration was given to increasing the number of local professionals proposed to three in order to incorporate a fuller range of experience or capacity within the project team. This would allow the inclusion of a sociologist as well as an architect/planner and economist in the basic team, thereby augmenting its capacity. Despite the obvious advantages, PADCO has decided to recommend no increase in the number of local staff to be employed for the following reasons:

1. The amount of money available within the project budget for the employment and training of local professionals is limited. Additional money spent in increasing the size of the project team would necessarily diminish the capacity of the PADCO team to design, finance and carry out effective staff development activities as an integral part of this demonstration project. PADCO believes that effective staff training is a critical element of this project and must not be relegated to a secondary role because of financial considerations.

2. The establishment and institutionalization of a permanent technical staff within the City Government of Leon upon phaseout of AID/PADCO support requires that staff size and expenditures be kept within realistic limits.

3. The employment of two experienced technical personnel by the City of Leon (see below) is expected to effectively complement the basic team financed by AID. Furthermore, VIMPU is expected to provide additional technical assistance as necessary to backstop project activities (see below).

Therefore, upon project start-up in Nicaragua, PADCO's Field Coordinator, Joseph Arington, will conduct a second round of interviews with those candidates who, in terms of both professional experience and potential, as well as personal attitude, can effectively fulfill the roles of architect/planner and sociologist/economist on the project team in Leon. (See attached resumes.)

C. Staff Contribution to the City of Leon

As indicated earlier, the project team will be integrated with the Mayor's newly established Oficina de Urbanismo, presently staffed by a part-time senior engineer (Ing. Orlando Terán), two building inspectors and a secretary.

The Municipality of Leon will make available approximately 38 man months of professional personnel to work with the Contractor and will provide necessary secretarial and other clerical services to total approximately 24 man months.

Based on conversations with the Mayor of Leon, it is anticipated that the City's contribution to the project team will include:

Coordination by Ing. Orlando Terán	2	Man	Months
1 Technical Assistant (engineering background)	18	"	"
1 Experienced Draftsman (who will also become responsible for data management)	18	"	"
1 Secretary	18	"	"
1 Messenger	6	"	"

At the Mayor's request, basic screening of candidates for the positions of Technical Assistant and Draftsman will be carried out in Managua by VIMPU and the Field Coordinator. Suitable candidates will be referred to the Mayor's Office in Leon for final interviews and decisions.

In carrying out this process it will be particularly important to assure that both the Draftsman and the Technical Assistant have a wide range of experience and capacity in their respective fields in order that they can adequately complement the basic project team as an effective functioning "technical" unit.

D. Staff Contribution of VIMPU

Technically, the project team will be a field arm of the Urban and Regional Planning Section (SPUR) in the Vice Ministry of Urban Planning (VIMPU) in Managua. VIMPU will backstop the project with approximately five man months of professional staff time to assist the project team and to coordinate project activities with those of other government agencies when necessary. Based on the reconnaissance team's initial conversations with the Directors of VIMPU and SPUR, PADCO anticipates the

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development of a strong and effective working relationship throughout the project's duration.

The actual breakdown of VIMPU staff with respect to form and content will be determined in Managua upon approval of this Work Program. It is anticipated that approximately two man months of administrative coordination with the Director of SPUR will be involved. This will be supplemented by three man months of specialized technical assistance.

IV: STAFF TRAINING

A. Training

The training proposals made below respond to Objective III.a) of the contract. The development of professional skills is treated as part of the concern with the establishment of a system of development institutions within Leon and linked effectively to existing institutions at the regional and national levels.

In the description of Objective III.a), the contract states that the "process-oriented" training is to:

1. Make maximum use of planning and administrative skills within Nicaragua.
2. Be conducted within Nicaragua and ideally with Leon itself.
3. Make only selective use of non-Nicaraguans.
4. Include formal training for at least one team member outside Nicaragua. (Ideally within the Latin American community and the physical context of a relevant "intermediate city".)

The present recommendations for training are therefore organized in four parts:

1. Overall plan for the development of professional skills.
2. Specific training objectives, formats and phasing.
3. Continuous evaluation and upgrading of the training component of the project.
4. Systematic phasing out of the contractor's technical assistance.

**B. Overall Plan for the
Development of Professional Skills**

The contract indicates that the training is to be "process-oriented" and linked directly with the ongoing work in Leon.

As a result of the reconnaissance, the development of the work programs described earlier and, in particular, the interviews conducted with potential Nicaraguan team members during the reconnaissance, it is recommended that the subjects to be focused on in the training should include at least the following:

1. Identification of local development objectives, linked with regional and national objectives, and criteria for evaluating alternative courses of action in the light of these objectives.
2. Work programming and project management.
3. Field surveys, data analysis, data management and the dissemination of planning and development information.
4. Integrated development programming -- linking economic, social and physical development with fiscal and institutional development recommendations. This work should include training in the preparation of five-year financial programs and annual budgeting. It should also emphasize the explicit linking of local, regional and national programs and budgets.
5. Project identification based on overall development programming.
6. Project preparation -- including training in the preparation of projects in forms suitable for national and international appraisal.
7. Public communication of planning and development ideas and the mobilization of public participation in the local development process.
8. Support for project implementation.

9. Development monitoring and evaluation -- a process for the continual scrutiny of actual development relative to expectations and the modification of development proposals, if necessary, in the light of that scrutiny.

Other subject areas for training may be identified in the course of the work.

The subject areas suggested above correspond to major element in the work program and the scheduling of training in each subject area is to be keyed to the overall work schedule. Schedules will be discussed more fully below.

The treatment of the nine subject areas suggested is organized in two parts -- 1. on -the-job training; and 2. training outside Nicaragua.

1. On-The-Job Training

The reconnaissance visit has reinforced the original importance attached to training in Leon itself and to the use of planning and administrative skills within Nicaragua.

a. Content and Schedule for Training

1) Identification of Local Development

This training should begin at the initiation of the main project fieldwork, since it is important to establish from the outset a rationale by which programming, project identification and project appraisal can be based systematically on the objectives to be pursued. The development of methods by which objectives can be discerned and, in some cases, introduced by technical staff will be an important part of this process. Sources from which objectives can be derived are likely to include existing policy statements, previous actions, work in progress, special field surveys and informal group and individual work sessions or interviews.

After the initial concern with the identification of objectives, there is likely to be a need for later training in the review and, if necessary, modification of objectives linked with a monitoring process to be described in Item 9. A tentative schedule for training related to this type of repeated review of objectives is indicated in the scheduling diagram for training.

2) Work Programming and Project Management

This will be of concern throughout the project, with an initial emphasis at its inception, linked with the work on the identification of objectives. Subsequent training will occur prior to the commencement of each new stage of the overall work program. There will be a later period in which work programming is emphasized as the contractor's staff is phased out.

3) Field Surveys, Data Analysis, Data Management and the Dissemination of Planning and Development Information

This training will include a concern with each of the key phases of the assembly, maintenance and dissemination of statistical and other information, namely:

- i. survey design
- ii. data collection in the field
- iii. data assembly from secondary sources
- iv. data processing (manual)
- v. data analysis
- vi. data storage and retrieval (manual)
- vii. data preparation and dissemination for both technical and non-technical users.

The sound design and execution of these steps will be fundamental to the effective execution of all other aspects of the work. Training in this subject area will therefore commence shortly after the initiation of the main field work and be scheduled subsequently to coincide with specific survey requirements.

4) Integrated Development Planning

This is the core of the medium-range and long-range planning from which specific project activities are to be derived. The key concepts to be communicated in this training will have to do with:

- i. The collection, analysis, maintenance and dissemination of statistical and other information.
- ii. Identification of issues, based on systematic field investigation and an analysis of existing policies and programs at the national, regional and local levels.

- iii. Projection of expected economic, social and physical change without government intervention and/or with a continuation of existing policies.
- iv. The identification of development objectives (or alternative sets of objectives).
- v. The identification of criteria for evaluating alternative courses of action.
- vi. The preparation of estimates of resource availability under alternative policy assumptions.
- vii. The identification of alternative public actions to be taken in key subject areas, usually including but not necessarily limited to the following: action to increase employment opportunities and productivity for the Municipio's lower income households; action to enable Leon to support more fully the economic and social development of the regional hinterland it serves; continued improvement of the Municipio's water supply and environmental sanitation; improvement in the health services available in the Municipio; improvements in the education services available with special attention to functional literacy, elementary education and vocational training; action to assist low income households to have better access to capital assets through which they can improve their own condition -- including more widespread land ownership, better access to credit for small-scale enterprises and better access to credit for low-income housing; technical assistance to low-income groups, linked with the provision of better access to capital, to assist them to exercise their own initiative in improving their condition; strengthening of existing incentives and regulations to encourage and guide private investment in the Municipio and, where necessary, the establishment of new incentives and controls; the establishment of guidelines and regulations to direct physical growth and change in the Municipio, including land use; the establishment of a program for the provision of integrated

communal transportation services and integrated transportation and traffic regulations; action to develop jointly the tourism and recreation potential of Leon and Poneloya, including action to preserve and enhance Leon's historic and cultural facilities; action to strengthen the capacity of local government and inter-governmental institutions for the management of municipal development; action to strengthen the inter-governmental fiscal system that is basic to the financing of public activity in the Municipio; the establishment of a legal framework appropriate for municipal development; and action to facilitate more widespread community participation in policy making for the Municipio; and the evaluation of alternative courses of action in each of these subject areas.

- viii. Identification of preferred programs in each subject area, integrating local, regional and national action, and the identification of the private activity expected in conjunction with preferred programs.
- ix. Project identification within preferred programs, as a basis for project preparation.
- x. Procedures for monitoring actual development and modifying programs as necessary in the light of actual events relative to expected events.
- xi. The importance of maintaining development programming as a continuing process, rather than a relatively static or intermittent plan-producing activity -- and the importance of integrating medium and long-term programming with short-term budgeting and implementation.

Because the development programming process is fundamentally important as a framework for project preparation, implementation and evaluation, training in this area will begin shortly after the commencement of the field work and continue intensively for the first several months. A "refresher" training period may occur towards the end of the 18-month period also, to benefit from the experience of the project and to modify initial ideas to the extent that this appears to be desirable.

5) Project Identification

This will focus on procedures for: a) appraising existing projects and project ideas, even before development programming is fully established, on the basis of initial objectives and issues and data on likely resource availability; b) identifying additional likely projects, similarly, before development programming is fully established; and c) deriving projects that are likely to be desirable from medium and long-term development programs, once these have been formulated.

Intensive training will begin as soon as an initial data base has been established and initial objective and issues have been identified.

6) Project Preparation

The emphasis here will be on the types of work needed to prepare and assess specific action projects on the basis of those identified in tasks of the kind dealt with under Item 5. As a part of this, the project appraisal procedures of the national government and international agencies will be analyzed, with a view to ensuring that projects are prepared in accordance with their appraisal requirements.

Training will begin after an initial review of projects already under consideration. It will be most intensive when the initial development program and project identification work based on it has been completed.

7) Public Communication of Planning Ideas and the Mobilization of Public Participation in the Local Development Process

Given the objectives of the project, the planning and development effort cannot be fully effective unless information on existing conditions, program proposals, up-to-date analyses of work in progress and the importance of participation in planning and development are communicated properly to the participants that should be involved -- policy makers, technicians and the various publics whose contribution is important to the success of the municipal program.

Training in some of the essentials of such communication can and should be initiated at the beginning of the field work, since appropriate participation in the early stages of identifying issues and objectives will be very desirable. Later training is expected to occur throughout the project, as more is learned about and from the various audiences concerned.

8) Support for Project Implementation

Just as the effective communication of ideas will be important to the success of the overall program and individual projects, so will effective and sustained support for project implementation. It is likely to be necessary to interpret the overall program continually for the various executing agencies and private groups through which projects are to be implemented. It may be necessary also to support some of these agencies and groups in certain aspects of detail project design, budgeting, public relations and the supervision of construction.

Training in these activities is expected to commence, for ongoing projects, within the first six months of the field work and be sustained later, with peaks of activity linked to project implementation.

9) Development Monitoring and Evaluation

Follow-up during and after project implementation to compare actual and expected results is a basic component of the type of development programming that is to be established. Much will be learned from the differences between actual and expected project impacts and the monitoring procedure will be a key source of ideas for the sustained improvement of both overall programming and project design.

Training in this activity, related to ongoing projects, will begin within the first four months of the field work and be continued thereafter.

b. Subject Emphases

The two Nicaraguan team members to be hired by the contractor are an architect/planner and an economist. In addition, the Nicaraguan professional skills would include five man-months of time from VIMPU and 39 man-months to be provided through the Oficina de Urbanismo established by the Alcaldia -- two man-months of time for the Jefe del Oficina de Urbanismo, 18 man-months of a technical assistant (recommended to be an intermediate engineer/planner) and 18 man-months of a deputy technician (recommended to be a draftsman/data maintenance technician).

All team members will receive some exposure to all subjects but, on the basis of the interviews held during the reconnaissance, it is suggested that training for individual team members in the nine subject areas identified above should have the following emphases:

<u>Position</u>	<u>Subject Emphasis</u>
Architect/Planner	All nine subject areas
Economist	Subject areas 1,3,5,6,8&9
Technical Assistant	Subject areas 3,5,6,8&9
Deputy Technician	Subject areas 3&7

For the Economist, the Technical Assistant and the Deputy Technician, emphases may be added as the project develops and their interests and skills become more apparent.

c. The Use of the Contractor's Staff and Skills within Nicaragua

The skills available through the Contractor's staff cover the nine areas of training that have been suggested and it is proposed that all three staff members be involved in training with primary emphasis on the role of the Field Coordinator.

However, a considerable pool of skills for training exists in Nicaragua itself and it is proposed that these skills be drawn on as fully as possible -- to take advantage of local knowledge of local conditions, and to involve as wide as possible a group of Nicaraguan planners and administrators in the project, so that its purposes and content will have a good chance of being understood, supported and transferred to other intermediate cities.

Nicaraguan skills can be drawn from the following sources in particular:

- Direccion de Planificacion Nacional
- VIMPU
- Ministerio de Agricultura y Pecuario
- Ministerio de Economia, Industria y Comercio
- Ministerio de Obras Publicas
- Ministerio de Educacion Publica
- Instituto de Fomento Nacional
- Banco Nacional de la Vivienda de Nicaragua
- Oficina Ejecutiva de Los Censos
- Alcaldia de Leon
- Universite Nacional
- Private-sector professionals and entrepreneurs

The potential for involving planners and administrators from other agencies also can be assessed as the work progresses.

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It is likely to be possible to bring other Latin American experience into the training program in Leon through PIAPUR. Preliminary inquiries by the Contractor have indicated that PIAPUR, operating from its Guatemala office, could provide specialists in planning administration, public finance and legislation to give short (one-week) courses in Leon. Very preliminary cost estimates suggest that one man-week of time would cost about \$750 plus air fare and per diem, or a total of about \$1100, for specialists coming from Guatemala.

In addition, it is desirable, subject to the interest and approval of the Government of Nicaragua and the international agencies concerned, to have representatives of international agencies participate in the training program, at least briefly, to explain their agencies' policies and project preparation requirements. Every opportunity to engage members of other Nicaraguan and international entities should be considered not only as an opportunity to gain information but also as an opportunity to gain support for the project and the subsequent transfer of project experience to other centers.

In the case of the Alcaldia, which is to play such a key role in the entire project, it may be very desirable to seek contributions to training from the Alcalde himself, since he is an experienced entrepreneur and is engaged daily in managing the affairs of the city, the Tesorero, who could describe and analyze the Municipio's financial system and the Jefe del Oficina de Urbanismo, who is a very experienced municipal engineer.

Although it is somewhat premature to specify precisely the role of each participant in the training work, likely emphases for their roles in leading the training work in individual subject areas can be suggested as follows:

<u>Subject</u>	<u>Potential Contributors</u>
1. Identification of Development Objectives and Criteria for Evaluating Alternative Courses of Action	DPN, VIMPU, Alcaldia, Private Sector Participants, PADCO.
2. Work Programming and Project Management	PADCO
3. Field Surveys, Data Analysis, Data Management and the Dissemination of Information	OEC (Census), BAVINIC, Univer-site Nacional, PADCO.
4. Integrated Development Programming	DPM, IFN, VIMPU, BAVINIC, MAP, Jefe del Oficina de Urbanismo Tesorero, MEIC, MSP, PADCO, MEP, MOP.

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<u>Subject</u>	<u>Potential Contributors</u>
5. Project Identification	DPN, VIMPU, PADCO.
6. Project Preparation	DPN, VIMPU, Jefe del Oficina de Urbanismo, BID, BIRD, Private Sector Participants, PADCO.
7. Public Communication of Planning and Development Ideas and the Mobilization of Public Participation	Alcalde, PADCO.
8. Support for Project Implementation	Jefe del Oficina de Urbanismo, Private Sector Participants, PADCO, DPN, VIMPU, PADCO.

2. Training Outside Nicaragua

While major importance is attached to on-the-job training, it is likely to be useful also to have at least one Nicaraguan member of the project team undertake a short training program outside Nicaragua -- preferably in an intermediate city or an institution concerned explicitly with planning and development in intermediate cities. This could achieve at least three purposes -- exposure to practices elsewhere; the gaining of an outside "credential" to reinforce the individual's professional career upon his return to Nicaragua; and exposure of the Leon work to international professionals, thereby increasing the likelihood of its utilization elsewhere.

Outside training might take one of several forms. It might be achieved, for example, through several months of work in a single outside location, shorter visits to a number of relevant outside projects, or a combination of work in one location combined with visits elsewhere.

It is too soon to decide which form of outside training is most appropriate or the location(s) in which it should take place. It is therefore recommended that a decision on this be made about six months after the initiation of the field work.

Preliminary inquiries have been made of two institutions concerning training possibilities -- PIAPUR (Guatemala office) and FUNDACOMUN in Venezuela. Two other possibilities are Puerto Rico and Brazil (IBAM), but it has not been possible yet to assess the potential there. If the principal outside training were to be undertaken in Guatemala it would have the advantage not only of PIAPUR's resources but also the presence of the Contractor's Deputy Field Representative who is resident

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there and could monitor and support such training. A fuller evaluation of possibilities should wait until about six months of field work has been completed.

a. Specific Training Objectives, Formats and Phasing

1) Training Objectives

It is proposed that there be three major training objectives:

- a) To develop in the Nicaraguan project staff sufficient skill to enable each individual to undertake work in the subject emphases relevant for his post after the conclusion of the Contractor's work in the project.
- b) To expose all of the Nicaraguan project staff to sufficient material in all subject areas for them to have a working knowledge of the entire local planning and development process.
- c) To expose all of the Nicaraguan staff to relevant international experience -- through the Contractor's participation in training and through the exposure of at least one staff member to such experience by direct participation in training outside Nicaragua.

A subsidiary but nevertheless important objective will be to provide other Nicaraguan professionals outside the project team with an opportunity to participate in some parts of the training program in order to encourage wider understanding of the project's objectives and content.

2. Formats for Training

Given the objectives for training, the skills available locally under subject areas to be emphasized, it is proposed that the several training formats to be used will be as follows:

- a. On-the-job training workshops for project staff that are keyed directly to current work. These workshops will be conducted by the Contractor's staff and visiting specialists, as appropriate, during normal working hours and in the office of the Oficina de Urbanismo, or in the field, as appropriate. All of the main subject areas suggested will be dealt with in this way.

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- b. Training seminars conducted by visiting specialists (e.g., PIAPUR specialists) and/or the Contractor's staff for project team members and other Nicaraguan professionals. The subject areas for which this format is especially appropriate are: the identification of local development objectives and criteria for evaluating alternative courses of action; integrated development programming; and project identification. There should also be seminars in this series which provide a consolidated overview of the planning and development process and the current status of the work of the project.
- c. Training through several months of work in a project or institution outside Nicaragua.
- d. Short visits to projects and institutions outside Nicaragua.

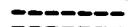
4. Phasing

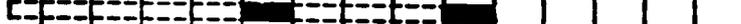
The general phasing of the training program has been discussed in the section describing the overall plan for the development of professional skills. Tentative phasing for specific subject areas is summarized in the schedule below, subject to adjustments in timing and/or content as the work progresses.

5. Training Budget

Within the total project budget of \$150,000, \$118,396 is allocated to the Contractor (excluding Nicaraguan staff) and, as a result of the reconnaissance, it is being recommended that \$22,930 be allocated to the Nicaraguan staff to be hired by the Contractor. It is being further recommended that \$2,000 be set aside for the hiring of short-term Nicaraguan specialists (2 man-months at \$1,000 per man-month or \$62.50 per man-day -- a rate which the reconnaissance work suggests is appropriate). The use of such specialists is likely to be desirable (for example, in analyses of existing social conditions) and highly qualified Nicaraguan personnel are available for this work. The utilization of such specialists can be considered a proper part of the process of local institution-building.

TENTATIVE TRAINING SCHEDULE

 Period of Intensive Training
 Period of Less Intensive Training

SUBJECT AREAS	1976												1977						1978						
	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.
A. On-the-job Training																									
1. Identification of development objectives and criteria for evaluating alternative courses of action.																									
2. Work programming and project management.																									
3. Field surveys, data analyses, data management and the dissemination of planning and development information.																									
4. Integrated development programming.																									
5. Project identification.																									
6. Project preparation.																									
7. Public communication and the mobilization of public participation.																									
8. Support for project implementation.																									
9. Development monitoring and evaluation.																									
B. Training Outside Nicaragua																									
1. Three-month training in one location.																									
2. Short visits to other projects and institutions.																									
C. Possible Timing of Participation of Outside Specialists																									
1. Planning administration and finance (part of A.4).																									
2. Planning legislation (part of A.4).																									

The funds available for training would therefore be \$6,674 to cover: a) any fees charged by the host agency or institution; b) travel and living expenses for a Nicaraguan project staff member; and c) the cost of bringing outside specialists (e.g., PIAPUR specialists) to Leon. It is suggested that the training budget be allocated as follows:

Proposed Training Budget		
<u>Training Outside Nicaragua:</u>		
Fees	\$1,000	
Travel ¹	954	
Per Diem ²	<u>2,520</u>	
	\$4,474	\$4,474
Cost of Visiting Specialists in Leon (2 man-weeks at \$1,100 per man-week)		<u>2,200</u>
		\$6,674

¹This figure is a residual; actual economy airfare Managua/Rio de Janeiro/Managua, the longest likely trip, is \$776.

²Twelve weeks (84 days) at \$30 per day.

a. Continuous Evaluation and Upgrading of Training

It is proposed that the project as a whole be subject to periodic internal and external evaluation. The external evaluation is expected to be undertaken by TA/UD, Washington and may include evaluation by outside specialists. As part of the evaluation, the training program should be assessed internally and externally.

For the internal evaluation of training it is proposed that joint Nicaraguan/Contractor/AID evaluation reviews of the program be held at the end of the 5th, 10th and 15th month of field work, with a view to modifying training if this proves to be desirable. The timing of these reviews is, of course, tentative and may be adjusted to coincide with the detailed scheduling of training. The timing of external reviews is expected to be arranged by TA/UD Washington.

b. Phasing Out of the Contractor's Technical Assistance

The overall phasing out of the Contractor's activity is discussed in a later section of this reconnaissance report.

The phasing out of training is designed to be a part of this. It should be arranged with three purposes in mind:

- 1) To conclude the training activities in which the Contractor plays a major role early enough to leave the Nicaraguan staff prepared for the work they will be responsible for when the Contractor leaves.
- 2) To provide an opportunity for supplementary training while the Contractor is still in Leon if the initial work appears to have been insufficient.
- 3) To encourage the adoption of a continuing training program as a permanent element of the work of the Oficina de Urbanismo in Leon.

It is therefore proposed that the training in which the Contractor plays a key role be concluded initially at the end of the 16th month of field work so that there will be at least a three-month period for follow-up training if this proves to be necessary. This is reflected in the overall training schedule presented earlier.

V: PROPOSED SCHEDULE FOR THE EVALUATION OF THE PROJECT AND THE PHASING OUT OF THE CONTRACTOR'S SUPPORT

The Leon Land Use Programming Project is basically an institution-building effort. Phaseout of PADCO support and concurrent establishment of the local project team as a self-sufficient Nicaraguan institution in Leon will require not only effective performance, but effective evaluation of that performance by the Vice-Ministry of Urban Planning and the City of Leon.

Such an evaluation should begin at project start-up and be carried out during actual project implementation. The four major stages of the evaluation phaseout process will include: 1) initial work program review; 2) continuous evaluation of work program activities; 3) formal project performance review; and 4) preparation and implementation of a phaseout plan.

1. Initial Work Plan Review

The Field Coordinator will conduct a detailed review of the approved work plan with representatives of VIMPU and the City of Leon. This will include: review and discussion of project objectives, the basic approach to be utilized, proposed project staffing, evaluation methods and procedures, and a schedule for the phaseout of PADCO support.

2. Continuous Evaluation of Project Activities and Performance

As indicated earlier, specific work programs will be outlined for each major project activity with subsequent performance evaluations forming the basis for continuous regular reports to VIMPU and the City of Leon (see Evaluation of Development Programming Activities).

3. Formal Project Reviews

Two formal project reviews will be carried out in conjunction with the completion of major stages in the development programming process. The first will take place, tentatively, in November 1976 and the second in mid-March 1977.

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It is anticipated that such formal evaluations will be coordinated with major training activities (see training section).

4. Preparation and and Implementation of a Phaseout Plan

Based upon the above activities, a detailed plan for the phaseout of PADCO support and the institutionalization of development programming activities within Leon will be prepared. Tentatively, PADCO anticipates that the organization(s) and staff selected to continue on a permanent basis will assume effective field control of all development programming activities after about 16 months. The PADCO Field Coordinator would function after that in an advisory, non-executive capacity to assure an orderly transition.

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VI: PROPOSED PROJECT BUDGET REVISIONS

Based upon the reconnaissance visit, PADCO anticipates operating within the budget specified within the existing contract, with the following exceptions for which a Change Order is requested.

1. Personnel Costs - Nicaraguan Professionals

The salaries budgeted for the cooperating host country nationals to be employed is not sufficient to employ professionals who meet minimum project requirements for the positions of architect/planner and sociologist/economist.

PADCO recommends that the salaries for each of the two positions previously budgeted be increased from \$500.00 per month (\$3,500/mo.) to \$575.00 per month (\$4,025).

Additional expenditures will also be necessary to cover social security costs for these two positions as required by the Instituto Nacional de Seguridad Social (INSS) and el Ministerio del Trabajo. Total social security costs for these two persons over the 18-month period is expected to be \$2,230 (\$15,610) over the 18 months of the project. The costs for each year must be deposited in advance by PADCO to guarantee their compliance with Nicaraguan laws. Based on the above, the following total costs should be budgeted for personnel costs -- for Nicaraguan professionals:

Salaries		
2 persons at \$575/mo. x 18 mos. =	\$20,700	
Social Security Costs (18 mos.) =	<u>2,230</u>	
		\$22,930

2. Allocation for Use of Senior Nicaraguan Advisers

As indicated in the section on training, it is recommended that \$2,000 (\$14,000) be set aside for the hiring of a Nicaraguan Short-term advisor or advisers for work on selected subjects. The total time envisaged is two man-months at \$1,000 per man-month. If this allocation is not used, it could be employed to supplement the training funds (see below).

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3. Allocation for Training

It is recommended that the sum of \$6,674 be set aside for training, as detailed in the section on training.

4. Budget Summary

The revised budget allocation within the original \$150,000 would be as follows:

Contractor (PADCO) -- excluding Nicaraguan staff and travel, transportation and per diem for Nicaraguan trainee(s)	\$118,396	(no change)
Nicaraguan staff to be hired by PADCO	\$ 22,930	(was \$18,000)
Senior Nicaraguan Advisers	\$ 2,000	(not originally envisated)
Training	<u>\$ 6,674</u>	(was \$2,202)
	<u>\$150,000</u>	

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APPENDIX I

RESUMES OF CANDIDATES FOR PROFESSIONAL STAFF POSITIONS

Based on the personal interviews conducted in Managua on January 15th and 16th, two young Nicaraguan professionals have been tentatively selected for employment in the Leon Project. Brief personal data on both is indicated below. Additional personal data on other candidates is available and will be supplied by PADCO if it is considered necessary by the AID9TA/UD) Washington.

Both candidates have indicated that they would look forward to living and working in Leon during the project period and would consider remaining there longer if the project was successful and opportunities for future professional growth and satisfaction are possible. They are particularly interested in making maximum utilization of the Leon Project's training and education possibilities to improve their professional skills and capacities.

NAME: Sr. Efren Chevez AGE: 26
ADDRESS: Managua, Nicaragua MARITAL STATUS: Single
PROFESSION: Architect/Planner
EDUCATION: Architecture (completing final year), Universidad
Autonoma de Nicaragua.

LEON PROJECT - PROFESSIONAL OBJECTIVES:

1. Develop working experience in all aspects of urban/regional planning.
2. Utilize Leon Project activities as a basis for university thesis.
3. Obtain additional training and education in urban planning.

RELEVANT EXPERIENCE:

1. Planning Assistant, Coordinator of Planning Section, Urban Planning Study, SPUR/Municipal Government of Granada. Responsible for basic investigation for urban tourist development in Granada; developed basic frame of reference for study work plan for project, 1975.
2. Urban Renewal/Low Cost Housing for "Las Americas", second prize in BAVINIC design competition for "Las Americas I", 1973.
3. Professor of Perspective and Design Planning, Polytechnic Institute of Nicaragua, 1976.
4. Collaborating Architect:
 - Nicaraguan Pavillion, VI International Fair of El Salvador, 1974.
 - Civic Center, Sabana Grande, 1974.
 - Reparation of Thermal-electric Plant, Enaluf, 1974.
 - Campus plan development, Polytechnic Institute of Nicaragua, 1970.
5. Supervisor, Executive Office of Surveys and Census, 1970.

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NAME: Sr. Luis Alberto Zúñiga AGE: 29
ADDRESS: Department of Carazo MARITAL STATUS: Married,
no children
PROFESSION: Sociologist
EDUCATION: Licenciado en Servicios Sociales, Universidad
Autonoma de Nicaragua

LEON PROJECT - PROFESSIONAL OBJECTIVES:

1. Effectively utilize skills and abilities in Leon Project.
2. Broaden basic skills through training and educational opportunities.

RELEVANT EXPERIENCE:

1. Assistant Sociologist, Banco Nacional de la Vivienda, 1974 to present. Develops and coordinates socio-economic development programs for low income urban settlements in the "Las Americas" project in Managua, Nicaragua.
2. Director of Community Development (PRICA), Instituto Agrario de Nicaragua, 1973-1974. Directed social and economic development projects and programs aimed at rural settlements.

OTHER RELEVANT EXPERIENCE:

1. Urban Development:
 - Masaya. Worked with local "barrio" committees in community organization and development aimed at improving their physical environment (water, street paving, etc.) through self-help and government assistance.
 - Jinotepe. Consultant to a citywide organization of "barrio committees" whose efforts were aimed at bettering their living conditions in conjunction with efforts of the local government.

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2. Data information development and utilization,
"Las Americas" settlement, Managua, Nicaragua:
- Direction of the preparation of applications for social programs funding (BAVINIC).
 - Preparation and implementation of field surveys.

APPENDIX II

CONTACTS MADE IN NICARAGUA
BY RECONNAISSANCE TEAM

AID/Nicaragua:

Sr. Aaron Benjamin
Chief, Urban Development Division

VIMPU - Vice Ministry of Urban Planning:

Arq. Ivan Osorio
Vice-Ministro de Planificación Urbana

Arq. Guillermo Férrez
Jefe Sección Plan Regional

Sr. William Morales
Asistente del Vice-Ministro

Dr. Danilo Matus
Chief, Legal Division and
Coordinator for Technical
Assistance

Catastro y Recursos Naturales:
(Catastral - Ministry of Economics,
Industry and Commerce)

Ing. Fernando Montiel
Director

Sr. Alfredo Viana
Asesor de la O.E.A.

ONP - Dirección de Planificación Nacional

Jose Paiz Moreira
Asistente del Ministro - Director

Oficina de Encuesta del Censo Nacional

Ramiro Mayorga Mairena
Asistente División Estadísticas Continuas

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BAVINIC (Banco Nacional de la Vivienda):

Lic. Pasquier

Sr. Omar Chimble

INVIERNO:

Ing. Bander

LEON:

Don Roger Blando Velasquez
Mayor

Sr. Francisco Pereira
Executive Secretary

Ing. Orlando Terán
Director
Oficina de Urbanismo

Sr. Jose A. Rodriguez A.
Director Oficina Ejecutors
Protecto Complejo Docente Hospital-Escuela

P A D C O