

936-0096

PNAAP 731

Ann: 34207

REVIEW OF RECENT AND PLANNED FIELD PROJECTS
WITH A DEVELOPMENT MANAGEMENT FOCUS OR
COMPONENT IN THE AID BUREAU FOR AFRICA

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May 1981

Paper prepared for the Bureau for Africa under the terms of the Technical Cooperation Agreement (AID/DSAN-CA-0180) between the National Association of Schools of Public Affairs and Administration and the U.S. Agency for International Development, Bureau for Development Support, Office of Rural Development and Development Administration.

Introduction

In 1975, the Report of the A.I.D. Work Group on Management Improvement and Development Administration stated that attention to management was often the missing ingredient in development efforts. Since the issuance of Policy Determination No. 69 in 1977, Agency development projects have reflected, in various ways and in varying degrees, the addition of managerial elements to project design and implementation recipes. This paper undertakes a "quick-and-dirty" review of the Africa Bureau's field projects dating from the mid to late 1970's, plus projects planned for the future, in order to describe and assess how the development management ingredient has figured in this Bureau's project portfolio. The results of the review are presented below, with the lists of current and planned field projects attached as appendices.

Methodology

The data base for this review of Africa Bureau projects was the Congressional Presentation, Annex 1, Africa for fiscal years 1980, 81, and 82. These documents contain one-page descriptions of projects either in the implementation or planning stages. The project descriptions were content-analyzed for references to development administration and management activities that allowed the projects to be classified along several dimensions. For purposes of the review, development administration and management were defined broadly to include activities touching upon: planning, implementation, and evaluation; training in

management-relevant skills; design and/or improvement of administrative systems, communication or information plans, or organizational structures.

First, projects were categorized according to type: 1) institution-building/training or management services; 2) sectoral, including agriculture, rural development, education, health, and population; 3) small enterprise development; 4) public administration (revenue or administrative reform); or 5) area development. Sometimes projects fell into more than one category, in these cases the category that received the most emphasis in the description was selected.

Second, projects were classified according to whether development management constituted the major focus of project activities or was simply one component among several in a given project. This categorization provided a sense of the importance accorded managerial elements in a project relative to whatever else a project aimed to accomplish.

In recognition of the limitations of the data used in this review, the results presented here should be treated as indicative rather than definitive. We have not attempted to verify whether all planned projects were ultimately approved, nor whether activities described in the Congressional Presentation data sheets were eliminated or augmented in the project development process. The data provide a general sense of where development management activities are located within the Africa Bureau's project portfolio; and what, again in general terms, those activities involve.

Development Management in Africa bureau projects

The total number of projects described in the congressional presentations for FY 80 and FY 81 is 374. Of this total, 99 projects (26.5%)

have either a development management focus or a component. Of these 99, 44 (44.4%) have a development management focus and 55 (55.5%) include management as a component of project activities. In terms of all projects, 11.8% of the total can be characterized as having a focus on development management, and 14.7% of the total as having a component dealing with management. In the Africa Bureau's portfolio, then, slightly more than a quarter of its projects appear to be explicitly concerned with management, somewhat under half of these treating it as the focal activity of the project and slightly over half including it as one element among an array of project activities.

This basic pattern holds for projects planned for FY 82 as well. Out of a total number of 71 projects described in the congressional presentation, 17 (23.9%) contain either a management focus or component. Of the 17, 8 (47.1%) have a management focus and 9 (52.9%) a component. Thus again, approximately a quarter of the Bureau's planned portfolio is involved. The discussion that follows below treats this quarter of current and planned projects with a management focus/component.

Table 1 and Table 2 display the breakdowns by type of project for current and planned projects. By far the largest single type of project is that classified as institution building: training/management services. This category accounts for 35.4% of current projects dealing with development management, and 29.4% of planned projects. It should also be noted that this type of project includes by far the largest number of projects with a development management focus as compared to a management component. This finding indicates that in Africa, AID projects that focus upon management for development emphasize training personnel in managerial and administrative skills. The training interventions in these projects range from short-term, in-country

TABLE 1: Current Projects with a Management

Focus or Components by Type of Project

<u>Type of Project</u>	<u>Mgmt Focus</u>	<u>Mgmt Component</u>	<u>Total</u>	<u>Percent of Total</u>
Sectoral: Rural Development	5	9	14	14.1%
Sectoral: Health	3	16	19	19.2
Sectoral: Agriculture	1	14	15	15.2
Sectoral: Population	0	1	1	1.0
Sectoral: Education	2	2	4	4.0
Area Development	2	4	6	6.1
Small Enterprise	3	0	3	3.0
Public Admin: Revenue	2	0	2	2.0
Institution-Building; Training/Mgmt Services	26	9	35	35.4
	<u>44</u>	<u>55</u>	<u>99</u>	<u>100.0%</u>

TABLE 2: Planned Projects with a Management Focus

or Components by Type of Project

<u>Type of Project</u>	<u>Mgmt Focus</u>	<u>Mgmt Component</u>	<u>Total</u>	<u>Percent of Total</u>
Sectoral: Rural Development	0	2	2	11.8
Sectoral: Health	1	4	5	29.4
Sectoral: Education	0	2	2	11.8
Small Enterprise	1	1	2	11.8
Public Admin: Revenue	1	0	1	5.8
Institution-Building: Training	5	0	5	29.4
	<u>8</u>	<u>9</u>	<u>17</u>	<u>100.0%</u>

seminars on management topics (eg. Zaire's Development Manpower Training, Project No. 660-0068) to various combinations of short-term and long-term training in the U.S. or a third country (eg. Botswana's Manpower Development and Training, Project No. 633-0069).

A substantial subset of this type of project seeks to build the institutional capacity of various government ministries or parastatal organizations by filling perceived management skill gaps in their personnel. The other main approach taken to institution-building through training is to provide support to national or regional institutes for public management training. Perhaps the most well-known of such efforts are the Pan African Institute for Development (Project No. 698-0405) based in Cameroon with centers in Upper Volta and Zambia; and the African Training and Research Center in Administration for Development (CAFRAD) in Morocco (Project No. 698-0397). Africa Bureau projects, however, support several other management institutions in analogous fashion, for example Sierra Leone's Opportunities Industrialization Center International (Project No. 636-0168), that offers courses in public administration, business and entrepreneurship, and managerial development skills as a major part of a community-based manpower training effort.

The next largest categories after institution-building are health sector projects followed closely by agriculture projects. As Table 1 shows, these accounted for 19.2% and 15.2% respectively of projects dealing with management. Health and agriculture projects, in the majority of cases, treat development management as a component of project activities. Activities most commonly contained within the management components of health and agriculture projects are: 1) training in relevant management skills, and 2) technical assistance to ministries in the design, implementation and evaluation of administrative systems to facilitate service delivery.

For example, in the health sector, the Africa Bureau's portfolio mainly contains projects focusing on rural health services delivery. In the training area are activities to provide MOH personnel at various levels, but with an emphasis on those in the field, with the skills needed to manage service delivery in rural settings. This regularly includes supervising village health workers, orienting existing medical staff to rural outreach efforts, managing logistical networks of drug and medical supplies, etc. (eg. Somalia's Rural Health Delivery, Project No. 649-0102, or Sudan's Health Sector Support, Project No. 650-0030). Because MOHs in developing countries have traditionally served urban populations to the near exclusion of rural populations, administrative systems are rarely able to serve the rural poor. Thus, the management component of health projects surveyed commonly includes technical assistance to establish drug distribution systems (eg. Mali's Rural Health Services Development, Project No. 688-0208), medical supply logistics (eg. Ghana's Delivery of Rural Health Services, Project No. 641-0082), or national personnel supervisory systems (eg. Medical System for Cameroon, Project No. 631-0016).

The activities contained in the management component of agriculture sector projects appear to be quite similar to the health sector ones. That is: 1) management training for MOA personnel, cooperative managers, village extension workers, etc. (eg. Gambia Reforestation, Project No. 635-0205; Cameroon's Cooperative Development, Project No. 631-0014; or Upper Volta's Grain Marketing Development, Project No. 686-0243); and 2) provision of managerial services to establish, improve, implement, and/or evaluate administrative systems involving agricultural input delivery, marketing, crop storage, cooperatives, extension services, equipment

maintenance, credit, etc. (eg. Swaziland's Cooperatives and Marketing, Project No. 645-0055 or Kenya's Agricultural Systems Support, Project No. 615-0169).

Projects falling into the rural development sector comprised 14.1% of current projects with a management focus or component. As in the other categories of projects, activities generally involve a mix of training, for example Ghana's Economic and Rural Development Management (Project No. 641-0077) or Tanzania's Training for Rural Development (Project 621-0149); and technical assistance in administrative systems, project planning, etc. (eg. Mali's Rural Works, Project No. 688-0204 or Burundi's Alternative Energy-Peat II, Project No. 695-0103).

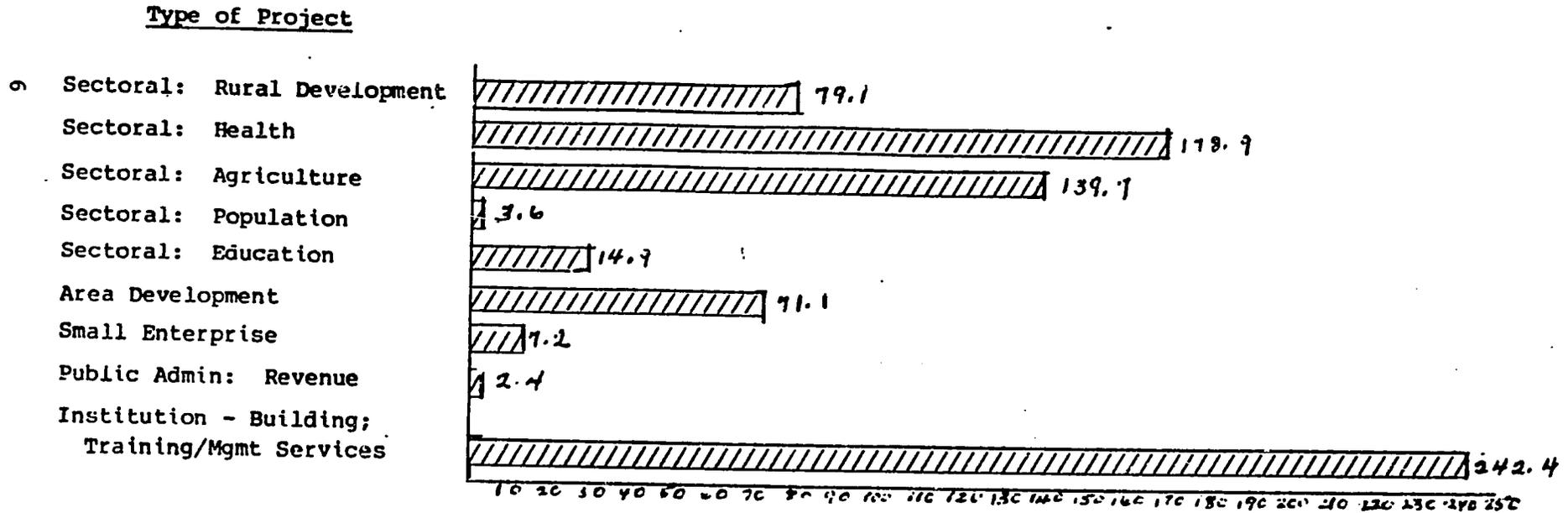
Projects in the other categories that comprise a small portion of the total--education, population, area development, small enterprise, and public administration--appear to contain types of management activities similar to those already described. Of interest here are the three public administration projects, two current and one planned, all of which deal with improvement of MOF tax systems; the small enterprise projects, most of which involve some training in basic business or entrepreneurial skills and/or "seed" support for starting new ventures (eg. Onchocerciasis Freed Area Village Development Fund, Project No. 686-0212 or Lesotho's Small Scale Enterprise, Project No. 632-0202); and the area development projects where the pattern is management assistance and/or training for transnational regional organizations (eg. Sahel Planning, Management and Research, Project No. 625-0929) or regional entities in a particular country (eg. Arusha Regional Planning and Village Development, Project No. 621-0143).

Another perspective on the mix of projects in the Africa Bureau dealing with development management can be obtained by looking at the funding levels for projects of each type. Tables 3 and 4 provide this information for current and planned projects. The figures were arrived at by summing the life-of-project obligations for all projects in a given category. As Table 3 demonstrates, the institution-building category accounts for the largest amount of aggregate funding: \$242.4 million. Following in magnitude are health sector projects, at \$178.9 million, and agriculture projects, at \$139.7 million.

These data generally conform to the patterns discovered by tabulating numbers of projects in each category. It comes as no surprise that the institution-building category reaches such a high level of aggregate funding given that it accounts for more than an third of the total of projects with either a management focus or component. In Table 4, displaying planned projects, the "fit" with Table 2 is less clear because of the fewer number of cases. For example, two large education projects inflate the importance of that sector relative to the other categories if judged by funding level alone.

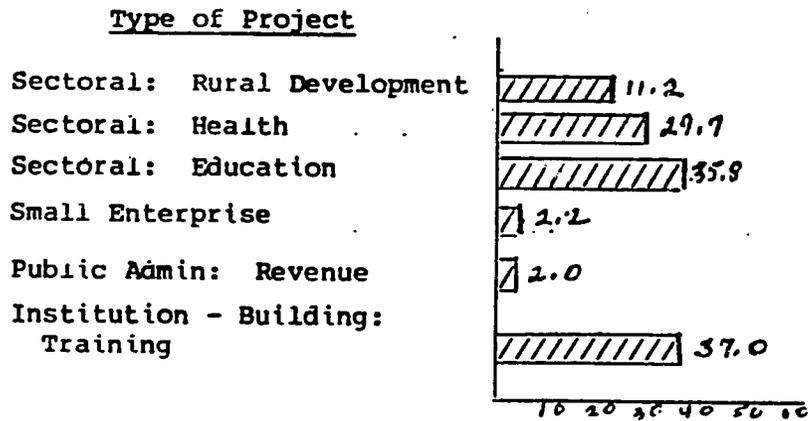
A discussion of these tables would not be complete without stressing their limitations. It must be remembered that their utility lies in indicating at a general level where there is a higher probability of expenditures related to development management. Thus, because the institution-building category contains the largest number of projects with a management focus and because the activities involved in that category focus upon training and management services, there is some justification for assuming that some significant proportion of the \$242.4 million is expended on management - related activity. This assumption cannot be made, however, in the other categories where more

TABLE 3: Aggregate Funding Level* by Type of Project
with Management Focus or Components -- Current Projects



* Life of Project Obligations

TABLE 4: Aggregate Funding Level* by Type of Project with
Management Focus or Components - Planned Projects FY 82



* Life of Project Obligations

projects have simply a management component and the proportion of funds allocated to management-related activity vs. other activity cannot be determined. Nonetheless, the figures provide some rough boundaries for assessing level of effort.

Conclusions

The discussion has summarized what is contained in the appended lists of current and planned projects in order to provide a general sense of what the Africa Bureau's field projects are doing in the area of development management and administration. An examination of the appendices, especially the capsule descriptions of management - related activity is training in management skills. The bulk of these training interventions involve short-term in-country sessions for mid-level and field technical staff of public sector organizations. In line with AID's policy of promoting rural development, the personnel trained in these organizations tend to be those with responsibility for some aspect of rural development.

In addition to training, the other common set of management-related activities involves attention to administrative systems. The terms used in the project summaries refer to "strengthening planning, management, and implementation capabilities" of a ministry, or "setting up logistical systems", or "development of an indigenous management capacity." It is difficult to ascertain exactly what activities are contained within such descriptions, though this review has made the assumption that they involve a management/technical consulting mode of operation.

This review provides a "quick-and-dirty" assessment of Africa Bureau activities relating to development management. It also raises

several substantive issues that should be of concern to the Bureau as it proceeds in its evaluation of its field project portfolio.

First, it must be remembered that this review focuses upon only one quarter of projects currently underway or planned for Africa. This brings up the question of the other three quarters. If attention to management is a crucial ingredient to project success and is AID policy (as expressed in PD-69), should more projects have an explicit managerial component?

Second, as noted in the review many of the projects contain a management training component, often as a piece of a larger set of training activities. The assessment of how much and what kind of management training is included in these projects often was difficult to determine from the project description. This raises the question of whether the training provided is indeed training in management skills; or is it in technical skills related to a project's physical outputs, say in health or agriculture? This question relates to perceptions of training priorities in a project, ie. which needs appear more urgent to designers and implementors - managerial or technical. And it also relates to who provides the training -- management specialist vs. technical specialist. The choice here strongly influences the content of training no matter what it may be called.

A third issue flows from the two already mentioned. Given the acceptance of the importance of development management to project success at the policy level and the fact that few projects staffs, unless directly focused on management, have a management specialist among them, is there a need to reconsider the disciplinary mix in Africa Bureau personnel? That is, is the Bureau staffed in such a way as to allow the translation

of Agency policy on development management into effective practice? This concern applies at all stages of the project cycle: design, implementation, and evaluation. Especially in the sectoral projects, technical specialists tend to predominate at all stages. The lessons of experience and a rather extensive literature call this situation into serious question.

It is beyond the scope of this brief review to delve into the implications of this here. However, as an example of how these factors interact, one aspect of the results of this review can be examined. As noted above, the majority of all projects identified as touching upon managerial concerns included training among their panoply of activities. However, observers and researchers alike have noted that in some situations the diagnosis that management training is needed is facilely applied because, to the non-managerially sensitive eye, problems appear to spring from lack of skills in personnel when in reality the problems are more complex. To some extent, management training may be held in low repute by technical specialists precisely because it has been prescribed inappropriately. Including management specialists on design, implementation, and evaluation teams holds the promise for allowing a true assessment of the power of managerial interventions to contribute to project success.

This review is part of the Africa Bureau's initial steps in evaluating development management in the context of its field projects. It is hoped that the Bureau can address some of those larger issues as part of its evaluation.

APPENDIX 1: CURRENT FIELD PROJECTS WITH MANAGEMENT FOCUS OR COMPONENT(S)

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Country	Project Title	Project Number	FYS (LAST OBLIG) (LAST COMP DATE)	Funding Level (LOP)	Type of Project	Focus Component	Description of Management Related Activities
Chad	Comprehensive Human Resources Development CP 80, p. 59 CP 81, p. 42	677-0005	79-83	\$5.4 Million	Sectoral: Education	F	<ul style="list-style-type: none"> • Management skills training workshops • Manpower planning capacity
Gambia	Gambia Reforestation CP 80, p. 78	635-0205	79-82	1.5 million	Sectoral: Agriculture	C	<ul style="list-style-type: none"> • Training in management skill
Mali	Rural Works CP 80, p. 90 CP 81, p. 68	688-0204	79-83	6.37 million	Sectoral: RD	C	<ul style="list-style-type: none"> • Technical assistance in help GRM to organize village self help project planning and implementation
Mali	Rural Health Services Development CP 80, p. 93 CP 81, p. 71	688-0208	79-83	3.89 million	Sectoral: Health	F	<ul style="list-style-type: none"> • Build capacity of MOH to design, implement, and evaluate a demonstration rural health system including VHWS, village pharmacies, and drug delivery system
Mauritania	Rural Medical Assistance CP 80, p. 108	682-0202	79-83	2.3 million	Sectoral: Health	C	<ul style="list-style-type: none"> • Increase capacity of MOH to plan and manage a community based health system
Niger	Rural Health Improvement CP 80, p. 127 CP 81, p. 106	683-0208	79-83	14.0 million	Sectoral: Health	C	<ul style="list-style-type: none"> • U.S. based training for advanced students to enhance management of Niger's health programs.
Niger	Rural Sector Human Resources Development CP 80, p. 131 CP 81, p. 108	683-0226	79-84	5.0 million	Sectoral: RD	F	<ul style="list-style-type: none"> • Establishment of a development project management center, cooperative training center: Practical Institute for RD

Country	Project Title	Project Number	FYs (EST COMP DATE)	Funding Level (LOP)	Type of Project	Focus Component	Description of Management Related Activities
Niger	Ag Sector Production Support CP 80, p. 133 CP 81, p. 111	633-0234	80-85	\$14.8 million	Sectoral: Ag.	C	<ul style="list-style-type: none"> Establishment of an informat and training center in the P of RD to support regional extension programs
Senegal	Casamance Regional Development CP 81, p. 123 CP 80, p. 143	685-0205	78-85	23.7 million	Area Development	C	<ul style="list-style-type: none"> Institution building assistance for IRD, GOS Institute planning, extension and rese
Senegal	Rural Health Services CP 80, p. 145	685-0210	79-81	3.3 million	Sectoral: Health	C	<ul style="list-style-type: none"> Develop GOS capacity to supervise network of health huts in Sine Saloum.
Sahel Regional	Lake Chad Basin Commission Instit'i Development CP 80, Africa, p. 23	625-0005	80-85	4.5 million	Institution Building: Training & Management	F	<ul style="list-style-type: none"> LCBC capacity to plan /implement/evaluate development activities improved. Participants trained, 2 U.S. long term, 8 in-country
Sahel Regional	Gambia River Basin Development CP 80, p. 26 CP 81, p. 162	625-0012	80-85	9.2 million	Institution Building: Training and Management Services	F	<ul style="list-style-type: none"> Strengthening of the planning management, and implementation capabilities of the Organization for the Development of the Gambia River Basin. Training of OMVG employees
Sahel Regional	Sahel Regional Aid Coordination and Planning CP 80, p. 30 CP 81, p. 165	625-0911	78-82	9.2 million	Institution Building: Training	F	<ul style="list-style-type: none"> Improve planning, management evaluation, and implementation in CILSS, and Sahel Institut Participant training
Sahel Regional	Planning, Management Research CP 80, p. 34	625-0929	78-Cont.	Continuing FY 81: 3.8 million	Area Development	F	<ul style="list-style-type: none"> Planning, management, and research support to various working teams and commission of organizations working on Sahel Development Program

Country	Project Title	Project Number	FYS (EST (UNIT BASED))	Funding Level (LOP)	Type of Project	FOCUS COMPONENT	Description of Management Related Activities
Chad	Agricultural institutional Development CP 80, p. 57 CP FY 81, p. 41	677-0002	78-83	4.21 million	Institution Building: Training	C	<ul style="list-style-type: none"> • Manpower development, staff training, planning and implementation capability in Min. Of Ag • Participant training
Chad	Rural Health Planning and Management CP 80, p. 58	677-0004	80-82	1.78 million	Sectoral: Health	F	<ul style="list-style-type: none"> • Establish health planning capability in MOH • Set up VHW system, drug delivery system, rural health emphasis
Senegal	SAED Training CP 81, p. 125 CP, FY 80, p. 147	685-0218	78-83	4.5 million	Sectoral: Ag	C	<ul style="list-style-type: none"> • Training for SAED (ag extension agency in Senegal River Basin in equipment management system) • Advisory services on equipment management
Upper Volta	Onchocerciasis Freed Area Village Development Fund CP 80, p. 164 CP 81, p. 145	686-0212	79-82	2.17 million	Small Enterprise	F	<ul style="list-style-type: none"> • Training of extension worker and villages to organize, manage, and invest in small scale development projects/enterprises • Establishment of MIS
Upper Volta	Agricultural Human Resources Development	686-0221	78-83	9.4 million	Institution Building: Training	F	<ul style="list-style-type: none"> • Creation and expansion of training centers for middle and upper level ag technicians and extension agents to improve GOV capacity to plan, administer, and implement RD projects • Technical assistance, management services
Upper Volta	Grain Marketing Development CP 80, p. 171	686-0243	80-83	2.4 million	Sectoral: Ag	C	<ul style="list-style-type: none"> • Training of administrators to manage marketing and crop storage system.

Country	Project Title	Project Number	FY(S) (LAST UNIT) (COMP) (DATE)	Funding Level	Type of Project	Focus Component	Description of Management Related Activities
Burundi	Alternative Energy Peat II CP 80, p. 193	695-0103	80-84	2.5 million	Sectoral: RD	C	• Technical assistance to strengthen management capability of newly established office responsible for national peat resources
Cameroon	North Cameroon Livestock and Agriculture Development CP 80, p. 206	631-0004	78-84	6.2 million	Sectoral: Ag	C	• Strengthening of management capability of the Provincial Committee for Drought Rehabilitation.
Cameroon	Agriculture Management and Planning CP, FY 80, p. 207	631-0008	79-84	3.25 million	Institution Building: Management Services	F	• Development of a planning and statistical unit in the MOA with capability to plan, implement, monitor, and evaluate and RD projects.
Cameroon	Cooperative Development CP 80, p. 211	631-0014	81-85	2.8 million	Sectoral: Ag	F	• Training in cooperative management for personnel in Department of Cooperatives • Curriculum development in cooperative colleges.
Central African Empire	Ouham Province Rural Health CP 80, p. 228	676-0002	77-81	1.69 million	Sectoral: Health	C	• Development of indigenous health management capacity at the provincial level to deliver health services to rural residents of Ouham Province
Djibouti	Agricultural Planning and Manpower Development CP 80, p. 236	603-0001	79-85	5.0 million	Sectoral: Ag	C	• Training in management of food production systems
Ethiopia	Agricultural Sector Development CP 80, p. 248	663-0181	79-83	21.1 million	Sectoral: Ag	C	• Training of development agent and Peasant Association members as para-prof's and cooperative organizers.

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Country	Project Title	Project Number	FYs (Start - End)	Funding Level (LOP)	Type of Project	Facts Comments	Description of Management Related Activities
Ethiopia	Agricultural Planning, Analysis, and Evaluation CP 80, p. 251	633-0208	75-83	\$2.0 million	Institution Building: Training	F	<ul style="list-style-type: none"> • Training to strengthen capacity of Planning and programming Department of MOA to plan, prepare, evaluate and coordinate organizational and RD projects
Ethiopia	Institute of Management and Training	633-0188	79-83	1.9 million	Institution Building: Training	F	<ul style="list-style-type: none"> • Training of trainers at IMT, training of local leaders, members of peasant associations • Technical assistance in training design, materials, production, curriculum.
Ghana	Agriculture, Management Development CP, FY 80, p. 268	641-0070	75-81	1.9 million	Institution Building: Training	F	<ul style="list-style-type: none"> • Establishment of Manpower Development Division in MOA • Personnel of MOA trained in management skills through a series of seminars. • Diploma in Ag Admin and Masters in Ag Admin programs established and operating
Ghana	District Planning and Rural Development CP 80, p. 270 CP 81, p. 301	641-0073	77-83	4.8 million	Sectoral: RD	C	<ul style="list-style-type: none"> • Technical assistance to strengthen capability of selected regional, district, and local level public institutions to design, implement, coordinate and evaluate public works and IRD projects.
Ghana	Delivery of Rural Health Services CP 80, p. 273	641-0082	80-85	9.3 million	Sectoral: Health	C	<ul style="list-style-type: none"> • Establishment of PHC systems in rural districts including rural medical logistics systems.

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Country	Project Title	Project Number	FYs/ Start End	Funding Level (LOP)	Type of Project	Focus Component	Description of Management Related Activities
Ghana	Economic and Rural Development Management CP 80, p. 275 CP 81, p. 309	641-0077	77-82	\$2.7 million	Sectoral: RD	F	<ul style="list-style-type: none"> • Training of trainers • Training of GOG personnel at district level • Consulting services supplied to GOG regional/district bureaus
Ghana	Transportation Maintenance Training Program CP 80, p. 276	641-0089	80-85	2.5 million	Sectoral: RD	C	<ul style="list-style-type: none"> • Training for administrators and supply managers in management of transportation systems in support of IRD.
Kenya	Rural Planning CP, FY 80, p. 325	615-0162	76-81	2.65 million	Institution Building: Management Services	F	<ul style="list-style-type: none"> • Tech'l assistance to increase MOA capacity in ag policy formulation, project preparation and management • Tech'l assistance to Min. of Econ Planning to plan and implement decentralized participatory rural planning.
Liberia	Rural Development Training (PVO) CP 80, p. 398	669-0153	77-82	2.9 million	Institution Building: Training	F	<ul style="list-style-type: none"> • Establishment of a Rural Development Institute and 2-year sub-professional program in ag and ag management
Liberia	Health Management Planning CP 80, p. 349	669-0126	76-82	2.5 million	Sectoral: health	C	<ul style="list-style-type: none"> • Provision of planning, evaluation and manpower development capability to Min. of Health and Social Welfare
Liberia	Increased Revenue for Development CP 80, p. 353 CP 81, p. 342	669-0132	78-82	1.6 million	Public Admin: Revenue	F	<ul style="list-style-type: none"> • Strengthening and modernization of tax system • Training for MOF personnel in taxation, accounting, audit procedures, and management

Country	Project Title	Project Number	FYS <small>(YEAR COMPLETED)</small>	Funding Level (LOP)	Type of Project	FOCUS COMMENTS	Description of Management Related Activities
Sierra Leone	Increasing Revenue for Development CP81, p. 383	636-0108	28-82	\$0.77 million	Public Admin: Revenue	F	<ul style="list-style-type: none"> • Institutionalization of improved tax procedures • Training of tax managers
Somalia	Rural Health Delivery CP 80, p. 395	649-0102	79-86	15.2 million	Sectoral: Health	F	<ul style="list-style-type: none"> • Supervisory staff trained in management and supervision of rural health posts • Strengthening of logistic and transportation systems • Management training for key management and planning staff
Sudan	Rural Development Planning CP, FY 80, p. 407	650-0012	79-82	1.5 million	Sectoral: RD	C	<ul style="list-style-type: none"> • Seminars and workshops for career GOS personnel in planning, designing, implementing, and evaluating ag development projects at the provincial level
Sudan	Southern Primary Health Care (OPG) CP 80, p. 413	650-0019	78-82	3.2 million	Sectoral: health	C	<ul style="list-style-type: none"> • Training to manage rural health delivery systems
Sudan	Health Sector Support CP 80, p. 414 CP 81, p. 243	650-0030	80-82	32.0 million	Sectoral: Health	C	<ul style="list-style-type: none"> • Management training • Establishment of MIS • Establishment of provincial logistics/supply systems
Tanzania	Arusha Regional Planning and Village Development CP 80, p. 429 CP 81, p. 256	621-143	78-82	14.5 million	Area Development	C	<ul style="list-style-type: none"> • Management assistance to improve govt capacity to implement decentralized development programs.
Tanzania	Training for Rural Development CP 80, p. 436	621-0149	79-85	16.2 million	Sectoral: RD	C	<ul style="list-style-type: none"> • Management training for personnel in Ministries and parastatals involved in RD

Country	Project Title	Project Number	FY Start (Start Comp) (Start End)	Funding Level (LOP)	Type of Project	Focus Components	Description of Management Related Activities
Zaire	Grain Marketing CP 80, p. 459	660-0069	79-82	\$1.6 million	Sectoral: ag	C	• Training of personnel in marketing, finance, transportation systems
Zaire	Development Man- power Training CP 80, p. 465	660-0068	80-84	2.6 million	Institution Building: Training	F	• Training for staff of GOZ Departments in financial planning and admin, project planning and management, information management, program/project evaluation, commodity and equipment supply management
Africa Regional	Strengthening Health Delivery Systems CP 80, p. 486 CP 81, p. 557	698-0398	77-83	20.0 million	Sectoral: health	C	• Training of trainers in health management and planning
Africa Regional	African Man- power Development CP, FY 80, p. 492 CP 81, p. 564	698-0384	76-87	44.0 million	Institution Building: Training	C	• Management training seminars and courses conducted in various African countries and in U.S.
Africa Regional	Project Management Training (CAFRAD) CP 80, p. 494 CP 81, p. 566	698-0397	78-83	.99 million	Institution Building: Training	F	• Institutional support for CAFRAD
Africa Regional	Regional Rural Development Training CP 81, p. 567 CP 80, p. 495	698-0405	78-83	4.7 million	Institution Building: Training	F	• Institutional support for PAID

Country	Project Title	Project Number	FYs (est. start - end) (est. comp. date)	Funding Level (LOP)	Type of Project	Focus completed	Description of Management Related Activities
Africa Regional	Development Training for Portuguese Speaking Africa CP 81, p. 568 CP 80, p. 497	698-0418	77-84	\$10.0 million	Institution Building: Training	C	<ul style="list-style-type: none"> Management - related training for govt personnel working in RD-relevant positions, long-term training in U.S., Brazil, and Portugal
Africa Regional	Support to Regional Organizations CP 81, p. 572 CP 80, p. 501	698-0413	79-83	5.0 million	Institution Building: Training and Management Training	C	<ul style="list-style-type: none"> Long and short-term training in project formulation and management for regional institution staff
Botswana	Range Management and Livestock Development CP 81, p. 455 CP 80, p. 517	633-0015	73-82	3.35 million	Sectoral: ag	C	<ul style="list-style-type: none"> Establishment of small farm collectives for management of resources Training of MOA personnel
Botswana	Agricultural Planning CP 80, p. 518 CP 81, p. 456	633-0067	78-83	4.8 million	Sectoral: ag	C	<ul style="list-style-type: none"> Training in project planning and evaluation for MOA personnel
Botswana	Manpower Development and Training CP 81, p. 457 CP 80, p. 519	633-0069	78-83	9.9 million	Institution Building: Training	F	<ul style="list-style-type: none"> Long-term and short-term training, both in-country and in U.S. or third country
Botswana	Decentralized Village Planning CP 80, p. 521	633-0077	80-84	4.0 million	Sectoral: RD	F	<ul style="list-style-type: none"> Increase capacity of local and district govt's to plan and implement service delivery for RD Management training
Botswana	Health Services Development CP 81, p. 460 CP, FY 80, p. 522	633-0078	78-83	5.5 million	Sectoral: Health	C	<ul style="list-style-type: none"> Training of MOH personnel in health management and administration

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Fees & Comments

Country	Project Title	Project Number	FYs (not cont cont cont)	Funding Level (LOP)	Type of Project	Fees & Comments	Description of Management Related Activities
Lesotho	Rural Health Development CP 81, p. 477 CP 80, p. 538	632-0058	77-83	\$3.24 million	Sectoral: health	C	<ul style="list-style-type: none"> • Tech'l assistance to MOH in planning and management of rural health delivery, development of management system
Lesotho	Manpower Development and Training CP 81, p. 480 CP 80, p. 541	632-0069	78-84	9.9 million	Institution Building: Training	F	<ul style="list-style-type: none"> • Management training for GOL personnel, in-country and U.S. based.
Lesotho	Rural Water and Sanitation CP 81, p. 478 CP 80, p. 543	632-0088	79-87	12.1 million	Sectoral: RD	C	<ul style="list-style-type: none"> • Training in management of water systems • Management assistance to improve organizational structure and maintenance capacity of Min. of RD's Village Water Supply Section.
Lesotho	Small Scale Enterprise CP 81, p. 482 CP 80, p. 546	632-0202	80-85	4.0 million	Small Enterprise	F	<ul style="list-style-type: none"> • Tech'l assistance on creating new enterprise • Management training for personnel from parastatals and private small businessmen
Malawi	Manpower Development and Training CP 80, p. 561	612-0206	80-85	3.0 million	Institution Building: Training	F	<ul style="list-style-type: none"> • Management training for GOM personnel in various govt departments
Swaziland	Cooperatives and Marketing CP 80, p. 580	645-0055	76-82	2.7 million	Sectoral: ag	C	<ul style="list-style-type: none"> • Provision of skills and training to strengthen the Central Cooperative Union and personnel in the Min. of Commerce and Cooperatives. • Tech'l advice to local and district coops, CCU, and primary societies

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Country	Project Title	Project Number	FYS (or OSR) (or SAR)	Funding Level	Type of Project	Focus Components	Description of Management Related Activities
Swaziland	Health Manpower Training CP 81, p. 511 CP 80, p. 581	645-0062	77-84	\$4.3 million	Sectoral: health	C	<ul style="list-style-type: none"> • Training for local-level health administrators • Analysis for improvement of support service systems
Swaziland	Rural Development Areas Infrastructure Support CP 81, p. 509 CP, FY 80, p. 582	645-0068	78-84	17.1 million	Area Development	C	<ul style="list-style-type: none"> • Development of improved management procedures for MOA's program of land use, construction, extension, marketing
Swaziland	Manpower Development and Training CP 81, p. 513 CP 80, p. 583	645-0069	78-83	9.3 million	Institution Building: Training	F	<ul style="list-style-type: none"> • Management training for GOS personnel in development-related positions, in-country and U.S.
Swaziland	University College of Swaziland CP 80, p. 584	645-0081	78-82	2.1 million	Sectoral: ed	C	<ul style="list-style-type: none"> • Establishment of in-service and after hours programs in business admin/commerce leading to diplomas (j.c. equivalents) in Division of Extra-Mural Studies (DEMS)
Swaziland	Swaziland Institute of Management and Public Administration CP 81, p. 514 (SIMPA) CP 80, p. 586	645-0202	81-86	4.5 million	Institution Building: Training	F	<ul style="list-style-type: none"> • Institutional support to SIM upgrading curriculum and sta
Zambia	Institutional Development and manpower Training CP 81, p. 523 CP 80, p. 596	611-0075	80-84	9.0 million	Institution Building: Training	F	<ul style="list-style-type: none"> • Management training for GRZ personnel in development-related positions, in-country and U.S. • Upgrading local training institutions

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Country	Project Title	Project Number	FYS (or Other years (1981-82))	Funding Level (LOP)	Type of Project	FOCUS COMPONENT	Description of Management Related Activities
Southern Africa Regional	Development Training for Southern Africans	690-0063	76-82	\$19.7 million	Institution Building: Training	F	<ul style="list-style-type: none"> • Provision of training opportunities for materials of Zimbabwe, Namibia and South Africa, in U.S. and Africa
Southern Africa Regional	Planning, Management and Research CP 81, p. 533 CP 80, p. 604	690-0206	80-cont	Proposed oblig. 2.0 million	Area Development	F	<ul style="list-style-type: none"> • Initiate steps to identify development priorities, plan programs/projects, formulate strategies for joint implementation among donors and majority-ruled states of S.A.
Liberia	Health Sector Support CP 81, p. 336	669-0165	81-86	10.5 million	Sectoral: health	C	<ul style="list-style-type: none"> • Tech'l Assistance to increase health management and support capabilities • Training for health services delivery personnel to develop rural community health and FP services
Liberia	Improved Rural Services CP 81, p. 340	669-0161	81-85	2.9 million	Institution Building: Training and Management services	F	<ul style="list-style-type: none"> • In-country training programs for mid-level managers of GOL service-delivering agencies • Tech'l assistance to improve manpower utilization • Institutionalization of consulting capability
Liberia	Liberian Opportunities Industrialization Center (LOIC) CP 81, p. 341	669-0168	77-83	1.4 million	Institution Building: Training	C	<ul style="list-style-type: none"> • Training of LOIC administrators to manage vocational ed center.

Country	Project Title	Project Number	FYS (est (start comp date) date)	Funding Level	Type of Project	Focus Components	Description of Management Related Activities
Burundi	Agricultural Land Protection CP 80, p. 195 CP 81, p. 387	695-0105	81-84	\$2.1 million	Sectoral: ag	C	<ul style="list-style-type: none"> • Tech'l assistance to upgrad Forest Service's capability to plan and manage forest rehabilitation and agricultural land conservation
Cameroon	Medical System for Cameroon CP 80, p. 216 CP 81, p. 407	631-0016	80-85	15.0 million	Sectoral: health	C	<ul style="list-style-type: none"> • Management assistance in design of rural health delivery system • Establishment of a national supervisory and logistics system
Botswana	Education Management Improvement CP 81, p. 464	633-0222	81-87	3.8 million	Sectoral: education	F	<ul style="list-style-type: none"> • In-service and pre-service management training programs for school supervisors, inspectors, headmasters, and teacher training tutors
Djibouti	Human Resources Development (phase I) CP 81, p. 186	603-0006	80-84	3.1 million	Institution Building: Training and Management Services	C	<ul style="list-style-type: none"> • Strengthen management and administration of unit with Min. of Labor to deal with manpower planning and analysis
Kenya	Agricultural System Support Project CP 81, p. 211	615-0169	78-85	49.8 million	Sectoral: ag	C	<ul style="list-style-type: none"> • Tech'l assistance to the Agricultural Finance Corp. to support improved management of ag credit and small farmer access to credit
Kenya	Family Planning - II CP 81, p. 216	615-0193	81-85	3.6 million	Sectoral: pop	C	<ul style="list-style-type: none"> • Management training for administrators and supervisors in the Nat'l Family Welfare Center, US - based training
Kenya	Community Water Systems GP 81, p. 217	615-0177	81-86	10.2 million	Sectoral: RD	C	<ul style="list-style-type: none"> • Instit bldg and mgmt assistar to local govt units charged with designing, implementing, and maintaining community v

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Country	Project Title	Project Number	FYs (est (initial cost or the date))	Funding Level (LOP)	Type of Project	Focus Component	Description of Management Related Activities
Tanzania	Small Farmer Credit CP 81, p. 258 CP 80, p. 432	621-0155	80-85	\$17.0 million	Sectoral: ag	C	<ul style="list-style-type: none"> Strengthen management capability of Tanzanian Rural Development Bank's regional (district staffs)
Tanzania	Coordinated Rural Services CP 81, p. 260	621-0158	81-84	5.0 million	Sectoral: RD	F	<ul style="list-style-type: none"> Strengthen regional trading corporations Develop village distributor centers Train village distribution center managers in business administration and accountir
Tanzania	Training for Rural Development II CP 81, p. 266	621-0161	81-85	15.0 million	Institution Building: Training	F	<ul style="list-style-type: none"> Long and short-term training of personnel in Ministries and parastatals
Uganda	Rural Health Delivery CP 81, p. 277	617-0105	80-85	8.0 million	Sectoral: health	C	<ul style="list-style-type: none"> Training in health admin for govt personnel charged with rural health delivery
Uganda	Manpower Development CP 81, p. 278	617-0107	80-85	10.0 million	Institution Building: Training	F	<ul style="list-style-type: none"> Long and short-term training for skills needed to plan and implement ag and health sector activities for Uganda's recovery
Gambia	Rural Roads Maintenance Systems CP, FY 81, p. 58	635-0206	79-82	4.7 million	Sectoral: RD	C	<ul style="list-style-type: none"> Design an improved vehicle and Equipment Maintenance Management System Study Reorganize vehicle and equip ment maintenance system in Public Works Department

Country	Project Title	Project Number	FYs (81-84)	Funding Level (LOP)	Type of Project	Focus Components	Description of Management Related Activities
Mali	Development Leadership Training CP 81, p. 77	688-0221	80-84	\$2.9 million	Institution Building: Training	F	<ul style="list-style-type: none"> • Training for selected Malian in management, business admin finance, tax policy, econ. devel., research administrat at U.S. Schools for eventual placement in govt agencies
Niger	Evaluation Assistance CP 81, p. 109	683-0229	81-84	1.0 million	Institution Building: Training	C	<ul style="list-style-type: none"> • Improve project design and implementation in the Minist of Plans by establishing an evaluation office and traini personnel. • Assistance in setting up MIS to utilize evaluation data
Niger	National Cooperative Training Center CP 81, p. 112	683-0236	81-83	1.5 million	Sectoral: RD	C	<ul style="list-style-type: none"> • Strengthening of management capacity of village level cooperatives. • Training of cooperative agen
Senegal	Rural Health Services Phase II CP 81, p. 134	685-0242	81-84	2.5 million	Sectoral: Health	C	<ul style="list-style-type: none"> • Development back-stopping capability in govt health posts to support village-base network of health huts.
Upper Volta	Eastern Region Food Production CP 81, p. 152	686-0244	81-86	10.0 million	Area Development	C	<ul style="list-style-type: none"> • Tech'l assistance to strenth region's management structure and extension service
Sahel Regional	Sahel Manpower Development	625-0936	79-85	8.5 million	Institution Building: Training	C	<ul style="list-style-type: none"> • Management training for personnel slated for govt service upon their return from U.S. or third country training

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Country	Project Title	Project Number	FYs (Start Unit (81) Comp (82) 83)	Funding Level (LOP)	Type of Project	Focus Components	Description of Management Related Activities
Lesotho	National University of Lesotho CP 80, p. 542 CP 81, p. 481	632-0080	77-86	\$3.6 million	Sectoral: ed	C	<ul style="list-style-type: none"> Support for Institute of Extra-mural Services (IEMS) to offer mid-level training short-term and after hours, in fields necessary for national development
Southern Africa Regional	Technical and Managerial Training CP 81, p. 535	690-0208	81-83	3.5 million	Institution Building: Training	F	<ul style="list-style-type: none"> Management skills training: public and private sector managers and prospective managers, long-term U.S. and short-term Africa
Southern Africa Regional	Small Scale Enterprise Promotion CP 81, p. 537	690-0210	81-83	1.0 million	Small Enterprise	F	<ul style="list-style-type: none"> Training course for entrepreneurs Tech'l assistance to participating govts to establish small enterprise promotion programs Tech'l assistance to select small entrepreneurs
Africa Regional	Environmental Training and Management CP 81, p. 575	698-0427	80-86	9.8 million	Institution Building: Training	C	<ul style="list-style-type: none"> Management training for staff of institutions involved in resource management programs
Sierra Leone	Opportunities Industrialization Center International (PVO) CP 81, p. 361	636-0168	79-81	.6 million	Institution Building: Training	F	<ul style="list-style-type: none"> Training courses in public admin, business/entrepreneurship, management skills development offered by OICI as part of community-based manpower training project. CP 82, p. 330

APPENDIX 2: PLANNED FIELD PROJECTS WITH MANAGEMENT FOCUS OR COMPONENT(S)

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Country	Project Title	Project Number	FYs (est. start - end)	Funding Level (LOP)	Type of Project	Focus Component	Description of Management Related Activities
Mauritania	Small Enterprise Productivity CP 82, p. 81	682-0227	82-84	\$.2 million	Small Enterprise	F	<ul style="list-style-type: none"> • Tech'l assistance on improve business management techniqu for small entrepreneurs
Senegal	Rural Health Services Phase II CP 82, p. 112	685-0242	82-85	3.0 million	Sectoral: health	C	<ul style="list-style-type: none"> • Tech'l assistance to GOS to manage rural health hut program
Upper Volta	Rural Health Planning and Management CP 82, p. 129	686-0251	82-85	3.0 million	Sectoral: health	F	<ul style="list-style-type: none"> • Short-term and long-term training in health admin. fo MOH personnel • Establishment of a planning unit in the MOH to initiate better rural health coverage
Upper Volta	Management and Technical Skills CP 82, p. 130	686-0253	82-87	10.0 million	Institution Building: Training	F	<ul style="list-style-type: none"> • U.S. long-term training in technical and management are for GOUV personnel in priori • Institutional Support for University of Ouagadougou
Sahel Regional	CEAO Management Training Center CP 82, p. 141	625-0945	82-86	2.5 million	Institution Building: Training	F	<ul style="list-style-type: none"> • Establishment of diploma-granting school of management based in Dakar to increase Saheitians management personne in public, semi-public, and private sectors.
Kenya	Community Water CP 82, p. 193	615-0177	82-87	5.2 million	Sectoral: RD	C	<ul style="list-style-type: none"> • Tech'l assistance to Min. of Water Development and Adminis trative arrangements for management of self-help water systems

Country	Project Title	Project Number	FYS (AST (INIT comp BANK) OAR)	Funding Level (LOP)	Type of Project	Focus Component	Description of Management Related Activities
Kenya	Training for Development CP 82, p. 194	615-0178	82-85	\$4.5 million	Institution Building: Training	F	<ul style="list-style-type: none"> Management training ro staff various GOK ministries to upgrade skills needed to pla and implement development programs
Ghana	Primary Health Care Support CP 82, p. 283	641-0082	82-89	15.6 million	Sectoral: health	C	<ul style="list-style-type: none"> Management assistance to strengthen the planning, mar ment, and evaluation capabil of the MOH to deliver PHC at the district/village/communi levels
Ghana	Training for Development CP 82, p. 284	641-0100	82-87	8.0 million	Institution Building: Training	F	<ul style="list-style-type: none"> Provision of broad managemer. training for Ghanaian offici involved in econ. developmen activities at the regional/ district levels
Ghana	Rural Women Outreach CP 82, p. 285	641-0093	82-87	2.0 million	Small Enterprise	C	<ul style="list-style-type: none"> Leadership training workshop to upgraç skills of rural women members of PVOs change with establishing small-scal community enterprises
Ghana	Increased Revenue for Development CP 82, p. 286	641-0105	82-87	2.0 million	Public Administration Revenue	F	<ul style="list-style-type: none"> Upgrading and strengthening GOG tax system. Training in taxation and tax administration
Burundi	Rural Public Health CP 82, p. 365	695-0109	82-84	3.1 million	Sectoral: health	C	<ul style="list-style-type: none"> Strengthening of logistical and management support capci of the MOH to manage rural P. Training for local level per-sonnel responsible for administering the project

Country	Project Title	Project Number	FY87 (UNIT COST \$214) PER	Funding Level (LOP)	Type of Project	Focus Component	Description of Management Related Activities
Botswana	Resource Planning and Management CP 82, p. 644	633-0207	82-87	6.0 million	Sectoral: RD	C	<ul style="list-style-type: none"> • Tech'l assistance to establish a program for resource planning and management, involving Ministry of Local Govt and Lands, Mineral Resources and Water Affairs, Commerce and Industry, Finance and Development Planning
Malawi	Health Manpower Training CP 82, p. 467	612-0209	82-87	5.0 million	Sectoral: health	C	<ul style="list-style-type: none"> • Tech'l assistance to MOH to plan and manage delivery of rural health services
Swaziland	Teacher training CP 82, p. 491	645-0214	82-87	10.8 million	Sectoral: education	C	<ul style="list-style-type: none"> • Development of improved educational management systems to support teacher training, curriculum development, and pilot testing of materials
Zimbabwe	Education and Manpower Development CP 82, p. 514	613-0208	82-86	25.0 million	Sectoral: education	C	<ul style="list-style-type: none"> • Tech'l assistance to educational institutions to develop and manage non-formal and continuing educational programs • Management training for educational administrators and other administrative personnel
Southern Africa Regional	Manpower Development CP 82, p. 529	690-0208	82-85	12.0 million	Institution Building: Training	F	<ul style="list-style-type: none"> • Institutional support for regional management training facilities. • Tech'l assistance in analyzing training requirements and opportunities • Training opportunities for selected participants, some U.S. based