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AIDAC

SUBJ: PROP FOR GENERAL TRAINING PROJECT

REF: STATE 065929

THE FOLLOWING COMMENTS AND RECOMMENDATIONS ARE THE RESULT OF A PROJECT COMMITTEE REVIEW OF SUBJECT PROP, REFERRED TO IN REFTEL:

1. THE COMMITTEE'S NON-APPROVAL OF THE PROJECT, AS OUTLINED IN THE RECENTLY SUBMITTED PROP, WAS PRIMARILY DUE TO PRESENT LA POLICY OF DISCOURAGING "TARGET OF OPPORTUNITY" TYPE TRAINING, WHICH CANNOT BE JUSTIFIED ON DEVELOPMENT GROUNDS AND CANNOT BE EVALUATED FOR EFFECTIVENESS, SINCE EXPLICIT INDICATORS FROM THE BEGINNING ARE LACKING. FYI THE LA BUREAU GIVES HIGH PRIORITY TO PROJECTS WHICH ATTEMPT TO SET UP INDIGENOUS CAPABILITIES WITHIN A COUNTRY FOR TRAINING. THIS, OF COURSE, ASSUMES THAT THE HOST GOVERNMENT IS DISPOSED TO FOLLOW THROUGH WITH ADMINISTRATIVE REFORM AND IMPLEMENTATION, INCLUDING BURDEN SHARING. THE PROP'S BASIC RATIONALE FOR ACROSS-THE-BOARD TRAINING OF



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HIGHER LEVEL GUYANESE CIVIL SERVANTS IS LAUDABLE, BUT, AS PRESENTLY WRITTEN, THE PROP PROVIDES LITTLE JUSTIFICATION FOR PROPOSED TRAINING ACTIVITIES IN MANY AREAS NOW INCLUDED, SUCH AS WELDING, METAL WORK, PLASTIC, S BOREHOLE LOGGING, AND TEACHER TRAINING.

2. AID/W RECOGNIZES THE URGENT NEED FOR TRAINING OF GUYANESE CIVIL SERVANTS, ESPECIALLY AT THE HIGHER LEVEL,

TO DEVELOP ADMINISTRATIVE, MANAGERIAL, PLANNING AND SUPERVISORY COMPETENCE TO CARRY OUT GUYANESE DEVELOPMENT PLANS. HOWEVER, TO CONSIDER TRAINING IN THE MANY AREAS OUTSIDE OF GENERAL PUBLIC ADMINISTRATION (AS INDICATED IN THE PROP FOR FY-73 AND BEYOND) WOULD REQUIRE A REVISED RATIONALE, AS WELL AS SPECIFIC BENCHMARKS AND TARGETS, BASED ON CAREFUL ANALYSIS OF PRESENT AND ANTICIPATED NEEDS, PRIORITIES, ABSORPTIVE CAPACITY, ETC., PERMITTING ADVANCE ANALYSIS OF WHY PROPOSED TRAINING IS OF HIGHER PRIORITY THAN ALTERNATIVE PROPOSALS, USING EFFECT ON DEVELOPMENT OR OTHER EXPLICIT CRITERIA. HOPEFULLY, THIS TYPE OF ANALYSIS WILL BE FORTHCOMING IN THE GOG DEVELOPMENT PLAN PRESENTLY BEING FORMULATED.

3. IN ORDER TO EXPEDITE APPROVAL OF FY-72 TRAINING COMMITMENTS (OTHER THAN TUGKEGEE ALREADY APPROVED IN REFTTEL) TO DATE, AID/W WOULD APPRECIATE RECEIVING MORE EXPLICIT JUSTIFICATION OF YOUR PROPOSED FY-1972 TRAINING PLANS. WE WOULD PARTICULARLY APPRECIATE KNOWING PRECISELY HOW THE TRAINING PROPOSED MESHES WITH ON-GOING OR PROPOSED PROJECTS AND OVERALL OR SECTORAL DEVELOPMENT GOALS.

4. ANY REVISED PROP SUBMISSION FOR ACTIVITIES BEYOND FY-72 SHOULD CONTAIN A LOGICAL FRAMEWORK MATRIX, WHICH INCLUDES A BREAKDOWN OF TOTAL RESOURCES AVAILABLE FOR PROPOSING TRAINING AND TIME PERIOD, TO FACILITATE JREVIEW AND DECISION-MAKING. ROGERS

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