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DEPARTMENT OF STATE
AGENCY FOR INTERNATIONAL DEVELOPMENT
Washington, D.C. 20523

CAPITAL ASSISTANCE PAPER

Proposal and Recommendations
For the Review of the
Development Loan Committee

GUYANA - PUBLIC SECTOR MANPOWER TRAINING LOAN PAPER

AID-DLC/P-2095

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AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523

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June 11, 1975

MEMORANDUM FOR THE DEVELOPMENT LOAN COMMITTEE

SUBJECT: Guyana - Public Sector Manpower Training Loan

Attached for your review are recommendations for authorization of a loan to the Government of Guyana ("Borrower"), of not to exceed one million United States dollars (US\$1,000,000) to assist in financing the United States dollar and local currency costs of the Borrower's project for improving the technical and managerial training programs and capabilities of the Public Service Ministry and, through said Ministry, the training programs and capabilities of the other developmental ministries and related training institutions ("Project").

No meeting is scheduled for this proposal. However, please advise us of your concurrence or objection as early as possible, but in no event later than Monday, June 23, 1975. If you are a voting member a poll sheet has been enclosed for your response.

Development Loan Committee
Office of Development
Program Review

Attachments:

Summary and Recommendations
Project Analysis
ANNEXES I - XIV

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GUYANA

PUBLIC SECTOR MANPOWER TRAINING LOAN PAPER

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GUYANA

PUBLIC SECTOR MANPOWER TRAINING LOAN

SUMMARY AND RECOMMENDATIONS

1. BORROWER: The Borrower will be the Government of Guyana. The Ministry of Public Service will execute the program.
2. LOAN:
 - A. AMOUNT: Not to exceed one million dollars (\$1.0 m).
 - B. TERMS: Payable in 40 years, including a grace period of 10 years, at an annual interest rate of two percent (2%) during the grace period and three percent (3%) thereafter.
3. GOAL AND PURPOSE: The goal of the proposed project is to further the Government of Guyana's (GOG) economic and social development objectives to the ultimate benefit of the broad majority of Guyanese people. The project's sub-goal is to expand and improve the GOG's development administration capabilities.

In furtherance of these goals, the proposed project is designed to achieve two major purposes:

- A. To provide critical management and technical training in two sectors of high priority for both the GOG and AID - agriculture and development administration; and
- B. To ensure a rational long term training program beyond AID's involvement in these and other areas by improving the GOG's training and management of training capabilities and its capacity to analyze GOG's manpower needs for national development.

The project is directly in support of Guyana's National Development Plan for 1972-1976. This loan is based on a formal request from the Government of Guyana and their commitment to improve the capability and levels of training in the Public Service and to provide the necessary physical, financial and human resources to carry out the objectives of the project.

4. BACKGROUND: Bearing upon all aspects of development in recently independent Guyana, with its institutional heritage oriented toward a colonial economy and gutted of key expatriates, has been the problem of how to build a reasonable level of managerial, and technical competence within the civil service to effectively achieve its national development objectives. The building of this level of capability and competence has been, and still is, a function of training.

Responding to the problem, AID, in its immediate post-independence program recognized the extensive public service training needs, and decided upon a two-phased strategy to meet them. The first phase, principally through the grant-funded General Training Project (030), provided for critical training needs on a target of opportunity basis. It was recognized that in order to maximize the benefits of AID financed training, a more programmed approach was necessary; thus, the second phase began in 1973 with a human resource needs analysis and the development of a systematic training plan to form the basis for a more comprehensive training program. The analysis and plan were completed in 1974 with USAID grant-funded technical assistance. In order to proceed further with the second phase, it was necessary to obtain a policy decision by the Government of Guyana committing its own resources to execution of the plan and seeking necessary external resources. The Government of Guyana has made the necessary policy decision, and has committed the staff and resources, and now the USAID is proposing that the enabling assistance be provided through the subject loan.

5. PROJECT DESCRIPTION: The project is based on the 1974 comprehensive manpower training needs analysis/assessment which was a joint undertaking by the Government of Guyana under the direction of the Public Service Ministry and two U.S. top level manpower consultants provided by AID. The study and final report (see Annexes VIII and IX) was prepared within the context of the country's National Development Plan 1972-76.

Based on this assessment and subsequent intensive review discussion between the USAID and the Public Service Ministry officials, the project will focus on the following development objectives:

- A. Develop Institutional Training and Management of Training Capability of the Public Service Ministry and the University of Guyana.
- (1) Develop capability for design, methodology, programming and administration of in-country training programs.
 - (2) Develop capacity to carry out training needs analysis and evaluation.
 - (3) Improve overall management and administration of Public Service training and national human resources development.
 - (4) Conduct research in the broad field of manpower training with attention to attrition, particularly by emigration, or trained individuals.

B. Within the Context of the Overall GOG Training Program to Provide Specific Technical Training in AID's Areas of Emphasis in Guyana, i.e., Agriculture and Development Administration.

For the institutional development project component, technical assistance, training and a modest amount of equipment will be provided to the recently reorganized Training Division of the Public Service Ministry. This will include both short term training and in and out-of-country training addressed at: an improved capability in the direction of the Training Division; the operation of the Public Service Training Center; the Planning and Training Needs Analysis Section; Training Consultation and Coordination (assisting other ministries and related training institutions/programs); the administration of external training programs; the operation of the Central Public Service Training Library; research; assisting with essential statistical and ADP training. Technical advisory assistance will also be provided to the various ministries of government and related training institutions in the categories mentioned immediately above as necessary to carry out the training and improve capabilities as identified in the Training Needs Analysis and the Training Plan. This would also include and give special attention to the requirements of the Public Service Ministry and the National Training Council to address the broader and longer range and requirements for national human resources development.

For the technical training project component off shore training will be financed in certain critically needed agriculture specialties, particularly for longer lead time training related to food production, and in other skills required to strengthen the capacity of the Ministry of Economic Development for planning, programming, implementation and evaluation of development programs.

6. FINANCIAL PLAN: The total estimated cost of the activities to be financed during the three-year disbursement period of the loan is approximately \$1.7 million in U.S. dollar and local costs as follows:

Activity	(In thousands US\$)		
	SUMMARY OF		
	ESTIMATED PROJECT COSTS		
	GOG	AID LOAN	TOTAL
A. Develop Institutional Training and Management of Training Capability of the Public Service Ministry and the University of Guyana	608	457	1,065
(1) Public Service Ministry	451	364	
(2) University of Guyana	157	93	
- - - - -			
B. Technical Training in Agriculture and Development Administration	107	543	650
(1) Ministry of Agriculture	90	525	
(2) Ministry of Economic Development	17	18	
TOTALS	<u>715</u>	<u>1,000</u>	<u>1,715</u>

Of the total estimated program cost of \$1,715,000, AID will provide a maximum of \$1,000,000 and the GOG will provide an estimated \$715,000 as follows:

	SUMMARY OF FINANCING			
	(in U.S.\$ or U.S. \$ Equivalent)			
	<u>Total Cost</u>	<u>G\$ Cost</u>	<u>U.S. \$ Cost</u>	<u>%</u>
AID	\$1,000,000	\$ 23,000	\$977,000	58
GOG	<u>715,000</u>	<u>715,000</u>	<u>-</u>	<u>42</u>
TOTALS	<u>\$1,715,000</u>	<u>\$738,000</u>	<u>\$977,000</u>	<u>100</u>

7. ALTERNATIVE SOURCES OF FUNDS: In order to reduce the possibilities of program conflicts, the Ministry of Public Service and the USAID have taken into consideration the types of activities being carried out or proposed by the international organizations. The proposed AID loan has been discussed with representatives of the IBRD, IDB and UNDP who indicate that there are no areas of conflict among the various programs planned and actually being carried out. In addition, the international organizations have informed USAID/Guyana officials that they have no plans to finance any of the activities proposed within the AID Public Service Manpower Training Loan.

In addition, the present and proposed programs of the major traditional bilateral donors such as CIDA (Canada) and ODA (United Kingdom), as well as other donors, have also been taken into consideration for the purpose of avoiding duplication of efforts and resources.

8. LOAN ADMINISTRATION: The Training Division of the Public Service Ministry will be responsible for implementing the program under the immediate direction of the Chief Training Officer and the overall direction of the Permanent Secretary of the Public Service Ministry. The Training Division will handle all administrative functions although some of the actual in-country training programs will be carried out by a specific Ministry or institution directly responsible for that category of training.

A major part of the training effort, in terms of capability and technical skills, will be in-country and it is anticipated that services contracts will be utilized to provide for the necessary technical advisory and training assistance. Disbursement and procurement procedures will be based on the AID Capital Project Guidelines.

9. STATUTORY CRITERIA: The Mission is able to certify that all statutory criteria, as set forth in Annex II of this paper, have been met.

10. VIEWS OF THE COUNTRY TEAM: This loan will be a principal instrument of USAID/Guyana - FY 1975 assistance to the country's overall development by improving the public service human resources technical and management capabilities, with specific reference to the AID priority sectors and ultimate beneficiary target groups. The Country Team recommends approval of the loan.

11. ISSUE: Should required advisory services be financed on a loan or grant basis?

One principal objective of the subject project is to develop the capacity of the GOG for training and management of training needed by government personnel to strengthen the government's capacity for planning, managing and implementing development programs. This institution building effort is heavily dependent on a critical amount of advisory services estimated at about U.S.\$203,000.

The GOG's willingness to procure such services in the necessary amounts is essential. During intensive review the GOG representatives have expressed such willingness, yet from experience elsewhere, we cannot be certain that such expression of willingness will be translated into action in the face of prevailing high prices and competing pressures to maximize commodity and training procurement.

We see two alternatives for obtaining some degree of assurance that the GOG would contract the necessary services: (1) grant financing the services and (2) earmarking loan funds for the services.

Grant financing the consultant services has the advantage of relieving the GOG of concern for the cost of the services. Earmarking of loan funds on the other hand, while making the GOG more conscious of the cost of advisory services, does offer, if acceptable, the following advantages: (1) increased consciousness of cost to the GOG may prompt better use of the services; (2) GOG accommodation now to the concept of paying for such services may facilitate such investment when needed in the future; (3) use of AID loan funds would preserve for other needs the more limited AID grant funds; (4) loans are ultimately repaid and could contribute to increased availability of funds for foreign assistance in the future.

Weighing the relative advantages of the two alternatives in light of the evidence at hand, including the GOG's planning for this project, and our experience with loan financing of advisory services for other Guyana projects, particularly the Rice Modernization Project, AID Loan 504-L-008, the Project Committee recommends earmarking of loan funds over grant financing for the subject advisory services.

12. RECOMMENDATIONS: On the basis of the Intensive Review and the conclusions of the Mission Project Committee that the project is technically, economically and financially justified, it is recommended that a loan to the Government of Guyana for an amount not to exceed one million dollars (\$1.0 million) be authorized subject to the following terms and conditions:

Conditions Precedent to Initial Disbursements. Conditions precedent to disbursement will include the standard conditions and the following special requirements:

A. Prior to disbursement, the Borrower shall submit:

- (1) A fully detailed, time-phased implementation plan, satisfactory in form and substance to AID, covering each component of this project showing, as appropriate, its inter-relationship with, and priority relative to, other components.
- (2) Evidence, in form and substance, satisfactory to AID, that the Borrower will provide the necessary budgetary allocation to carry out the project.

B. Prior to any disbursement under the loan for the purchase of equipment, the Borrower shall, except as AID may otherwise agree in writing, furnish to AID in form and substance satisfactory to AID a list of equipment to be financed by the loan.

Covenants. In addition, the Borrower will agree to:

A. Support the project through budget allocations to the Public Service Ministry in amounts sufficient to accomplish the purpose of the project in conformance with the time-phased implementation plan referred to above.

B. Continue to provide satisfactory assurances through the GOG's existing bonding requirement that personnel trained overseas will return to serve in Guyana for a specified period of time commensurate with the amount of training provided.

C. Undertake with AID a joint review of the project annually, or at such interim times as may be agreeable to both parties, to determine the adequacy of progress in achieving the project goals and to determine if there is need to revise the training needs analysis, strategy and programs.

Other Terms and Conditions: The loan shall be subject to such other terms and conditions as AID may deem advisable.

13. PROJECT COMMITTEE:

Chairman:	Alan I. Vestrich, Program Officer
Human Resources Advisor:	William H. Miller, AID/W
Agricultural Economist:	Fred R. Marti
Capital Development Officer:	Thomas P. Mack
Financial Advisor:	Warren H. Frayne

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SECTION I - PROJECT BACKGROUND

A. IMPORTANCE OF PUBLIC SECTOR TRAINING TO OVERALL
ECONOMIC AND SOCIAL DEVELOPMENT

The general level of administrative and technical competence in the Guyanese Civil Service at the time of Guyana's Independence was determined primarily by the bauxite and sugar base on which the economy rested. The role of the Civil Service was predominantly related to getting primary agricultural products and bauxite to overseas markets and secondarily, concerned with the normal functions of government, essentially related to the handling of day-to-day affairs. Ancillary to this, the internal system of education did not go beyond the secondary level and was mainly traditional in orientation. Both public and private sectors depended almost entirely on foreign expertise at the management and professional/technical levels.

The Civil Service was therefore not equipped to develop and follow through on initiatives to: (1) broaden the economic base of the country and thus reduce its dependence on the primary commodities of sugar and bauxite; and (2) restructure the economic system in line with the socialist ideology of the Government; while (3) attempting to build a nation in the most elementary sense. Any one of these initiatives alone would have taxed the Civil Service of a newly independent country. The three merged together presented the Guyanese with a development crisis of substantial proportions.

Bearing upon all aspects of development therefore, has been the problem of how to build a reasonable level of administrative, managerial, supervisory and technical competence within the Civil Service to effectively carry out the country's current development objectives as represented in the National Development Plan. The building of this level of capability and competence has been, and still is, a function of training.

B. GOG DEVELOPMENT PLANS AND RELATED PUBLIC MANPOWER REQUIREMENTS

In order to address the country's national development needs, the Government has adapted the "Second Development Plan 1972-1976 for economic, social and political development that will make maximum use of the agricultural, mineral, fishery and forestry resources.

The Plan outlines a bold, comprehensive development strategy aimed at accelerating the annual real rate of growth of GDP to an ambitious 8.5 percent and thereby reducing unemployment and the economy's overdependence on two main industries; sugar and bauxite. This rate of growth would require fixed capital formation of G\$ 1151 million, more than double the level achieved in the preceding five years, and implies an increase in the share of Gross Domestic Investment of GDP from an average of 21 percent during 1968-1972 to 30 percent in the Plan period. Most of this increase would occur in the Public Sector which would have to expand its capital expenditure by an average 35 percent annually. Such investment would be financed by sharply increased domestic savings which would reach 27 percent of GDP in the fifth year of the Plan, and an acceleration of net capital inflow from the G\$ 31 million average in recent years to G\$ 83 million annually during the Plan period.

There are two major constraints; structural and financial, which will make it difficult for Guyana to achieve the sharp acceleration of growth called for in the Plan. First, the country's limited resource base, its overdependence on two industries, and the limited stock of well-trained professional managers and technically skilled labor force set structural limits to the country's capacity to attain sharply higher rates of growth. Second; the country's relatively low per capita income and already heavy tax burden suggest that it may be difficult to bring about the sharp increase in domestic savings required to finance the high level of investment called for in the Plan. In the process of implementation of the Plan, the Government has begun to increasingly focus on the two broad constraining factors mentioned above.

The increasing role of the public sector in the development process has taken place at a rapid pace, as the annual level of the Government's capital expenditures increased from G\$ 48 million in 1968 to G\$ 107 million in 1974. The sustained rapid growth of the public sector will only be possible if the Government is able to strengthen public finances and overcome the current serious bottlenecks in public administration caused by acute shortages of skilled civil servants at all levels which severely limit the capacity to implement increased levels of development expenditures. While efforts are being made to upgrade public administration, the major constraint appears to be lack of sufficient numbers of experienced personnel. More rapid development of the agricultural sector has been restricted by the limited capacity of the Ministry of Agriculture to provide appropriate technical services through extension. While the Ministry is one of the most important in terms of the development needs of the country, it is inadequately staffed and poorly organized and its strengthening is of high priority if the declining trend in agriculture, especially among small holders, is to be reversed. Further, efforts are needed to improve project identification, preparation and execution. For accelerated growth and balance of payments equilibrium, Guyana will continue to rely heavily on external capital inflows associated with specific projects and provided by international development agencies. The country's absorptive capacity for such development investment depends heavily on strengthening public administration and improving the planning process.

Training needs will focus primarily on the developmental requirements of serving officers in the professional, technical, and managerial fields and their counterparts in administrative and staff support functions. Guyana has not yet had time to develop a base of fully trained and experienced senior-level civil servants; indeed, earlier studies had emphasized developmental needs in this area.

The lack of qualified candidates for entry-level positions in the professional, technical, and administrative fields is a fact-of-life for Guyana that seriously hampers current Government operations and will almost certainly frustrate the nation's Development Plan, if allowed to persist. It results in numerous and persistent vacancies in technical and professional positions, while entry-level administrative positions tend to be filled almost exclusively by promotion from the clerical ranks. Moreover, throughout the Government, under-qualified personnel are being asked to perform, to the best of their abilities, administrative, technical, and managerial duties through "acting up" assignments.

In this situation, whether basic skills requirements are met by post-employment or by pre-employment training is merely a matter of approach. Until the basic educational system can begin to generate qualified entry-level candidates in sufficient numbers to meet the Government's needs, the shortage of such candidates must be regarded as an important factor in any training plan. This is not, of course, a problem susceptible to improvement only through training. Other approaches can be employed -- and are being used, to some extent. Short-term relief can be obtained by reliance on foreign specialists on a contract basis, and this could be especially useful where such personnel could be assigned to develop the necessary skills among Guyanese nationals. Another approach is to offer inducements to emigre Guyanese with needed skills to return to public service in their homeland. A third is "job engineering", by which the several components of complex jobs are separated out so that they can be performed by persons with narrower skills training.

C. CURRENT ORGANIZATION AND EXTENT OF GOG PUBLIC SECTOR TRAINING PROGRAMS

Generally, to promote efficiency and economy in the public service, it has been GOG policy to assure that all employees are given adequate and relevant training in the performance of their current tasks, and that their skills, knowledge and abilities are developed for their future advancement and the establishment and maintenance of the highest standards of performance in the transaction of public business.

In pursuit of these objectives, training programs have been designed to lead to an improved public service and the building and retention of a permanent cadre of skilled and efficient employees fully attuned to scientific, professional, technical and management development through the award of undergraduate scholarships in scarce professional and technical fields; the use of overseas training facilities provided under assistance programs of other governments and international organizations; overseas training provided from local resources; and local training provided in departments and at the Public Service Mission's own Training Center.

The Agency primarily responsible for administration of GOG public sector training is the Training Division of the Public Service Ministry. The responsibilities of this division may be classified under the following broad heads: in-service training for all classes of the public service, both locally and overseas; the administration of scholarships offered by Government and other countries; the training of officers appointed under the Administrative Training Scheme; advising and assisting Ministries/Departments with their programs of staff training; and seeking generally to promote, coordinate and facilitate training throughout the public service.

The major functions to be performed by the Public Service Ministry Training Division include planning for the public service training activities of the Government, based on a periodic analytical assessment of the training needs and the resources needed to satisfy them; recommendations concerning the national policies to be adopted by the Government in the improvement of performance through training; the establishment of procedures and priorities to carry out these policies; the operation of a system for the selection, assignment, monitoring, and support of personnel for overseas training; the

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operation of a system of consultation, guidance, and support to the Ministries and Departments in their assigned training roles, particularly in the assessment of training needs and in their delivery of specialized training to their employees; the coordination of all public service training activities to achieve maximum results at lowest cost by preventing duplication, obtaining cross-utilization of resources, and assuring effective communication and understanding among related institutions concerning activities, plans, roles, and common problems, and finally the operation of a centralized training program to meet the common training needs of the Ministries and Departments, such as; executive and managerial training; training for common administrative classes, including the training of trainers; and the development and modeling of training programs for the Ministries and Departments.

A principal resource in the Public Service Ministry's training program is the Public Service Training Center. The Center was established by the Ministry of Education in 1964 to meet the need for the great bulk of more junior ranks in the service for basic training, to train new recruits as quickly as possible, and to produce well-equipped personnel at middle management level. In June, 1967, the responsibility for training in and for the Public Service, including the Training Center, was transferred from the Ministry of Education to the Public Service Ministry. The Center now part of the Training Division is geared to provide training at all levels within the limitation of local resources.

There have also developed, in several Ministries and Departments, in-service training programs geared to the specialized needs of the staff of those work units. These training schools include the Schools of Nursing, Customs and Excise, Post Office and Police, and have operated over the years, some times with donor country assistance, but with some support and liaison from the Training Division. They exemplify, however, the feasibility and desirability of operating specialized training within the Ministries.

Presently more significant as sources for specialized in-service training are several institutions created in response to high priority sectoral demands, operated by the Government as "colleges". These include: the newly established Kuru Kuru Co-operative College in the Ministry of Co-Operatives and Community Development; the Guyana School of Agriculture in the Ministry of National Development and Agriculture; and the teacher training institutions in the Ministry of Education. While these institutions are not concerned exclusively with in-service training, their output is largely for the Public Sector and they are used by the Government for a variety of in-service training activities. It should be noted, however, that they operate without reference to any overall scheme for the development and coordination of a network of training resources to accomplish the in-service training needs of the Government. There is no systematic effort to identify opportunities for the coordinated utilization of facilities, teaching materials, and staff. The Training Division in the Public Service Ministry is in the process of evolving a more catalytic relationship with them.

D. PUBLIC TRAINING ASSISTANCE PROVIDED BY AID AND OTHER DONORS.

1. Past Public Sector Training Assistance Provided by International and Bilateral Assistance Organizations

The pre-Independence training assistance was mainly in the form of Conditional Scholarships to the United Kingdom in a variety of fields. These scholarships were "conditional" in that the trainee agreed to a minimum of five year's service to the Government of Guyana after his return. The conditional five-year requirement is still in effect today for Government-sponsored training including those who go abroad to other countries in addition to the U.K. In this context the British have built up historic and continuing interest in certain fields, such as in telecommunications. In addition to official assistance, a number of training opportunities have also been available in Britain through private and commonwealth scholarships.

Canada (in addition to the United States and the U.K.) has been the other major donor in the pre and post-Independence period covering various technical fields, including economics and also with historic and continuing interests in certain fields such as civil aviation.

Recently with the preparation of a Training Plan, other bilateral programs have begun to develop in a wide variety of technical fields. The nature of the bilateral assistance program in training over the past three years is contained in Annex IX.

The World Bank has assisted post-Independence Guyana in some five infrastructure development areas and in addition has been providing major lending assistance for the rapid development of a modern secondary school system with greater emphasis on technical training and a curriculum geared more directly to the country's needs. In the field of training, the IBRD is also providing assistance for upgrading the School of Agriculture, which operates in association with the Ministry of Agriculture. The UNDP has been providing greater levels of assistance to the GOG in technical fields. A listing of international organizations assistance in training over the past three years is contained in Annex IX.

2. Past Public Sector Training Provided by AID

In planning its immediate post Independence program, AID recognized the extensive Public Service Training needs of the GOG and initiated a project (General Training Project -030) to provide for critical public sector training needs on a target of opportunity basis. Over the six-year period of the project (1968-1973), 222 participants were trained in the U.S. By fields of training, agriculture was first with 123 trainees; followed by public safety with 27; public administration with 24; and labor with 11. Only 16 of the trainees had academic training lasting more than one year; 15 had short observation training of about 6-8 weeks duration; and the remainder had on-the-job training or specialized programs of duration between two months to a year. Annex XI provides a summary breakdown on the participant training by fields, numbers and costs.

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SECTION II - PROJECT RATIONALE

The training activity supported by AID under its grant program was instrumental in meeting the varied GOG needs for public sector training and enabled AID to react quickly to the GOG's more immediate and critical manpower requirements. However, it was decided that in order to (a) better rationalize AID's long range assistance in this area; and (b) ensure complementarity to other programs in AID's sectors of emphasis (i.e., agriculture and development administration); (c) integrate such assistance with that of other donors; and (d) ensure a proper balance between internal and external training, a comprehensive public sector training needs analysis should be undertaken.

Thus, the second phase of AID assistance for training in the public sector began in CY 1973 with a grant financed study to analyze public sector training needs and to develop the basis for formulating a systematic training plan. This study, entitled "Training for the Public Service in Guyana" was completed in late CY 1973 by two high level U.S. consultants, Irvin Marljar and Kenneth Mulligan, in cooperation with key staff of the Public Service Ministry. The major findings and recommendations arising out of the Marljar-Mulligan study essentially focus on two major constraints relative to GOG manpower requirements in the public sector, i.e., (a) the specific technical and managerial training requirements of each of the GOG ministries, and (b) the need for improved coordination, implementation and management of Guyana's public sector training program. Below is a summary of the findings of the study relative to these two elements:

A. REQUIREMENTS FOR MANAGERIAL AND TECHNICAL SKILLS

The goals announced in the Development Plan - to clothe, house and feed the nation by 1976 - cannot be attained by the "will-to-do" alone. Managerial, administrative and a host of technical skills are needed in abundance. Under Guyana's system the public service must provide the central core of these capabilities. It is within this context that there exist substantial needs for enhancement of skills of all kinds - supervisory, managerial, administrative and technical. (see Annex IX for specific recommendation on training programs.)

B. NEED FOR IMPROVEMENT OF GOG PUBLIC SECTOR TRAINING PROGRAM

A serious constraint is apparent in the lack of any operational scheme for the systematic examination of training needs so that they can be sorted out as to suitable training responses; differentiating among overseas training; centralized in-country training; ministerial/departmental training and training by other local institutions. Priorities within overseas training activities and supporting methods need to be reconsidered in light of current personnel requirements and planned programs. Relative to this, a greater share of training for public service should be accomplished in Guyana, as contrasted to earlier reliance on overseas training. However, this should not militate against outside assistance in the development of in-country training if related to Guyana circumstances. Training programs within ministries and departments need to be extended and encouraged. In addition, insufficient attention is given, through periodic reporting and feedback, to training progress, successes and accomplishments.

Training activities need to be better coordinated at the policy level with other management functions of the Public Service Ministry, while retaining some autonomy for operational and day-to-day decisions and action. Related to this, staffing of the training function, centrally and in the ministries is inadequate, qualitatively and quantitatively, to provide the human resources needs for realizing the national development plan objectives.

Also, there is a growing battery of training resources and educational institutions with training capacity, which need to be coordinated and integrated into national training programs to achieve maximum utilization, avoidance of duplication, and efficient delivery. (see Annex VIII for recommendations relative to improving operation of overall GOG public sector training program.)

Based on the above findings, the GOG has made the decision to centralize the responsibility for management and coordination of public service training programs in the Training Division of the Public Service Ministry. The GOG has also, based on the report recommendations, prepared a Staff Training and Development Plan for the Public Service of Guyana during the period July 1975 to June 1978 to be administered by the Public Service Ministry (see Annex X).

The Public Service Ministry has gone ahead with implementation of the study recommendations by:

A. Reorganizing the Training Division of the Ministry and providing for an overall increase in staff from 22 to 33, including 6 new senior posts most of which have already been filled;

B. Setting up a National Training Center Council which will soon be formally launched with staff support from the Training Division;

C. Implementing a comprehensive program of scholarships and fellowships for external and in-country or respond to the human resources needs of the National Development Plan at both the pre-service and in-service levels of the public sector.

The GOG is also addressing the area of pre-entry (to the public service) training which is the responsibility of the Ministry of Education. An IBRD/UNESCO assistance program is currently assisting with the secondary level technical and other training needs so as to provide for a better and more relevant education for secondary school graduates. At a higher level, the GOG has provided for evening in-service training courses at the University of Guyana and in furtherance of the objectives of the Public Service Ministry has established a School of Management at the University of Guyana whose primary purpose at present will be to provide evening management training courses with the cooperation of the Training Division for those in the public service.

The proposed project is designed to upgrade the public service by (a) carrying out specific training programs in the areas of AID's sectoral emphasis (i.e., agriculture and development administration), and (b) obtaining the technical assistance, training and commodities necessary to improve Guyana's capacity to coordinate, implement and manage its public sector training program. This second element includes both the Public Service Ministry and the University of Guyana's Department of Management. (Assistance to the university is for the purpose of further developing its program in Public Administration which represents an important in-country source of training for the public service.)

SECTION III - DESCRIPTION OF PROJECT

A. INTRODUCTION AND SUMMARY

The project has two parts: (1) improving the GOG training and management of training capacity, and (2) providing technical training in two areas of high priority to the GOG and AID. - agricultural and development administration. To improve the GOG's training and management of training capabilities, the project will include short and long term external training; technical advisory services; construction of facilities equipment/materials; and research. The project is designed to implement the recommendations set forth in the Marlar-Mulligan Study, i.e.,

1. Reorganize and expand the Training Division of the Public Service Ministry to include a Training Center, Planning Analysis Unit; Training Coordination and Consultation Unit; and an Overseas Training and Scholarship Unit.

2. Upgrade the Training Division staff through increased recruitment, in-country training, overseas training, and on-site technical advisory service.

3. Establish a National Training Council to identify common training needs, coordinate the development and utilization of training resources; assess progress and problems; and make recommendations to government concerning these matters.

4. Increase utilization of in-country source institutions, including the University of Guyana, for public service training at the pre-entry and in-service levels.

The following table summarizes the project inputs required to implement the foregoing recommendations:

	<u>AID</u>	<u>GOG</u>	<u>TOTAL</u>
Training	149	186	335
Technical Assistance	177	27	204
Construction and Furnishings	-0-	233	233
Equipment and Teaching Materials	108	67	175
Research	23	2	25
Staff and Operating Cost	-0-	92	92
TOTAL	<u>457</u>	<u>607</u>	<u>1,064</u>

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The technical training part of the project will involve personnel from both the Ministry of Agriculture and the Ministry of Economic Development. The training to be provided was selected from the overall GOG public service training plan on the basis of its relevance to AID's development strategy in Guyana which is concentrated in the agriculture and rural sectors. More specifically, a large portion of the agricultural training is designed to complement the proposed food crop production loan now being developed by permitting the GOG to initiate long lead time training in skills required to carry out the food crop project.

The project also includes technical assistance to these two Ministries to assist them in developing an internal capacity for technical training of Ministry personnel.

The following table summarizes inputs related to the technical training to be provided under the project:

	<u>AID</u>	<u>GOG</u>	<u>TOTAL</u>
Training	516	88	604
Technical Assistance	27	7	34
Staff and Operating Costs	<u>-0-</u>	<u>12</u>	<u>12</u>
TOTAL	<u>543</u>	<u>107</u>	<u>650</u>

B. DEVELOPMENT OF GOG'S CAPACITY FOR TRAINING AND MANAGEMENT OF TRAINING

In order to reorganize and develop the Public Service Training Division and to develop the capacity of the University of Guyana to serve as a resource for public service training in accordance with the recommendations set forth in the Marlar-Mulligan Report, the project includes the following training, technical assistance, physical facilities, equipment and research inputs:

1. Technical Advisory Services. The Training Division will be provided approximately 57 man-months of short term technical advisory services of an institutional or personal services nature. This will assist in up-grading and on-the-job training of all staff members of the Training Division consistent with reorganized functions, as follows:

- (a) Office of the Director. Help improve the overall management and direction of public service training programs and assist in the development of the Training Division's role in the new National Training Council.
- (b) Public Service Training Center. Help improve the capability to design, prepare, administer and carry out training programs (including media uses); assist in training of trainers, including acting as instructor/lecturer as necessary.
- (c) Planning and Analysis Section. Help improve the capability to identify training needs relative to GOG development programs. Also assist in research on manpower training with attention to attrition (particularly emigration) from the system.
- (d) Training Consultation & Coordination Section. Help improve the capability to coordinate Training Division programs with training programs of other Ministries and related training institutions, and help improve their management-of-training capabilities and technical training programs.

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- (e) External Training Section. Help improve its capability to identify external long and short term training institutions and programs, and be able to make placements, handle travel arrangements, insurance, disbursements, accounting, reports and follow-up evaluation functions.
- (f) Central Public Service Library/Information Services Section. Assist with the identification and acquisition of reference and professional materials on management, Public Service Training, U.S. study/training opportunities.
- (g) National Training Council. Assist the Training Division at the staff level in the key role it will play in the development of the National Training Council.
- (h) Other Divisions of Public Service Ministry. Other advisory services will be provided to other divisions of the Public Service Ministry directly supporting the training function in the fields of statistics and automatic data processing as required by the project.
- (i) University of Guyana. Advisory services and lecturers will be furnished to the University of Guyana School of Management in support of the in-service management training to be conducted by the University for the Training Division.

The University of Guyana offers a part-time Bachelor of Social Science Degree Program with a major in Public Administration and a part-time Diploma Program in Public Administration. The latter is a two-year program for middle-level administrative personnel in the public sector. It has so far been a general program, but the need has been identified for the course to provide additional options to enable officers serving in the fields of Accounting and Finance, and Personnel Administration to specialize in these subjects.

During the current academic year, the University introduced a full time Bachelor of Social Science Degree Program in Management and Public Management, and proposes to offer Diploma Programs in Personnel and Financial Management, Marketing and General Management in 1976. The Department of Management is short of staff and needs lecturers in the areas of Data Management and Operations Research; Accounting with special reference to Auditing and Government Accounting; Production Management; Marketing and Export Promotion; Personnel Management; Financial Management; and Organizational Behavior.

Consultants will assist in course development and presentation. Planned subject areas and enrollment are as follows:

<u>SUBJECT AREAS</u>	<u>ENROLLMENT</u>			
	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>TOTAL</u>
Public Administration	15	15	15	45
Personnel Administration	10	10	10	30
Financial Administration	10	10	10	30
Accounting/Auditing	10	10	10	30
Statistics	5	5	5	15
Hospital Administration	0	10	10	20
Management	<u>20</u>	<u>20</u>	<u>20</u>	<u>60</u>
TOTALS	<u>70</u>	<u>80</u>	<u>80</u>	<u>230</u>

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2. Training. The AID loan will provide the foreign exchange costs for approximately 360 man-months of short term external training for the staff members of the Training Division of the Public Service Ministry. This training will, for the most part, be provided in the U.S. with alternate training possibilities at the University of the West Indies, or in special cases, at the Caribbean Development Bank's Institute for Development Studies. (International travel and family and related allowances will be provided by the GOG). Included would be training in each of the functional categories of Training Division discussed under (1) above:

- (a) Director-Deputy Director. Training in overall planning and management of Public Service Training activities.
- (b) Public Service Training Center and Programs. Training in methodology and in preparation, administration and use of media and material.
- (c) Planning, Analysis and Research Section. Training in planning and analysis methodologies, and research design.
- (d) Training Consultation and Coordination. Training in relation to training needs including those of a technical/ministry nature, training of trainers, and functions of a National Training Council.
- (e) External Training Section. Training in administration, including selection, placement, and servicing of public service trainees, and disbursement reporting on their training.
- (f) Central Public Service Library/Information Services Section. Training in the acquisition and use of reference, professional, and training materials and in the use, operation and maintenance of audio-visual equipment.
- (g) Other Divisions of the Public Service Ministry Directly Supporting the Training Function. Training in statistics and automatic data processing.

3. Buildings, Equipment and Materials. The GOG will finance construction of a building to house the Training Center. AID financing will provide for a modest amount of audio-visual and other equipment directly related to the preparation of training materials and the presentation of training courses. (see Annex X for Illustrative List). Also included is one van-type vehicle to give mobility to the audio-visual materials in the presentation of courses in locations other than at the Training Center. In addition, the project provides for reference, training and professional materials directly related to the training programs.

4. Research. There will be a study of the serious problem of attrition of trained individuals from the system through emigration and other means, inasmuch as this loss in turn directly affects the efficiency and effectiveness of the government's training programs and the AID and other donor training inputs. The Planning and Analysis Section will administer the research, prepare the survey design outlines, and either conduct the research or contract it out to qualified researchers in the United States, at the University of the West Indies.

5. Establishment of the National Training Council. The GOG will establish a National Training Council, representative of the public service, private sector and state corporations, chaired by the Public Service Ministry, with staff services from the Training Division, to:

- coordinate the development and use of training resources;
- identify common training needs;
- analyze national training policies and programs;
- prevent duplication and competition among training resources;
- make periodic assessments of progress and emerging problems;
- and make recommendations to the government concerning these matters.

C. TECHNICAL TRAINING IN AGRICULTURE AND DEVELOPMENT
ADMINISTRATION

1. Agriculture. The December 1973, IBRD Economic Report on Guyana pointed out that -

"More rapid development of the agricultural sector has been restricted by the limited capacity of the Ministry of Agriculture to provide the technical services and planning capability required. Strengthening the Ministry of Agriculture is of high priority if the declining trend in small holder agriculture is to be reversed. Initiation of the numerous projects contained in the Development Plan will involve the Ministry of Agriculture in functions it was not set up to perform. The Ministry will now need to place more emphasis on project planning and implementation and personnel trained in technical agriculture need to be supplemented by people with a combination of technical and economic training in order to introduce economic analysis into the planning process."

Likewise, the 1974 Robert Nathan Study of Guyana's food crops' systems noted that Guyana's goals for national and regional development - particularly insofar as they relate to substantial expansion of food crops production - call for large inputs of expertise from individuals with many different technical and economic specialties and with work assignments spread geographically over the country.

At the present time, some of the technical advisory services and most of the training in key priority fields of agriculture such as foodcrops, is financed by the GOG. However, it is apparent that the present level of funding for agriculture training should be supplemented to meet the development needs in this area.

The purpose of most of the loan financed agricultural training is therefore to develop professionals in certain specialties of importance to food crop production, the anticipated object of an FY 1976 AID development loan for Guyana. These specialties are among those identified in short supply by the 1973 Marlar-Mulligan Study and in the 1974 Robert Nathan study of Guyana's food crops' systems, and include crop science, land development, extension education, resource development, and planning. The training to be financed under this FY 1975 loan has been limited according to two criteria: (1) relatively long lead time, such

that initiation now would expedite availability for the food crop program, and (2) general utility such that the trainees would find useful roles in the Ministry of Agriculture even were the proposed food crop loan project not to go forward. The specific external training thus selected for loan financing is as follows: (see Annex XII).

	<u>MAN-MONTHS</u>
Crop Science	300
Land Development	72
Extension Education	96
Resource Development & Planning	<u>96</u>
TOTAL	<u><u>564</u></u>

The Marljar-Mulligan Report also emphasized the need for, and economy of, certain types of short-term, in-service, in-country, technical training in agriculture pointing out that some 300 agricultural officers and agricultural assistants need training in extension services and that senior officers require training in project planning and project management. The study recommended that "in view of the low unit cost and high yield in meeting skills needs, such in-service training programs for technical and professional staff should have high priority." To meet this priority need 3 man-months of technical advisory services will be provided to assist the Ministry of Agriculture in developing training programs.

The balance of the training in agriculture would be focused on the remaining major food production subsector (apart from sugar and rice); livestock and dairy farming.

The IBRD study referred to above also noted that -

"In contrast to the poor performance of crops, livestock production has grown satisfactorily at 4.6 percent annually since 1960. Most of this growth has come from pork and poultry production which increased at 20 percent and 25 percent respectively during the period, as a result of technological change

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in production of pork and poultry introduced by feed companies active in Guyana. Beef output has grown more slowly (0.6 percent annually) due to the limited availability of adequately drained, accessible and reasonably fertile pasture land. In addition, much of the livestock production concentrated on the coast is carried out by small farmers, the animals being held less for production than for reasons of tradition and as a form of savings and hedge against uncertainty. More rapid expansion of beef production has and will continue for some time to be inhibited by lack of adequate breeding stock."

The study also agreed with the high priority being given by the GOG to accelerating the growth of the beef industry.

In recognition of the need to expand its breeding stock, the Government of Guyana has recently purchased a pedigree herd of cows from the U.S. as a major step toward the national goal of developing the beef and dairy industries. Highly specialized training is now needed to protect and expand the herd in Guyana. Thus, the project will finance 240 man-months of external training in veterinary pathology, urology, parasitology, pasture agronomy, dairy science and toxicology. (see Annex XII). These areas are of special importance to Guyana because of its relatively vast inland areas of natural savanna which have the potential for greatly increased production. The training program has been designed jointly by the Ministry of Agriculture and the USAID to supplement AID investments in the dairy industry and intermediate savanna pre-feasibility studies financed under AID Loan 504-L-009. The training has also been chosen to complement projects in secondary education and livestock development being financed by the IBRD. Relative to AID's programming concern for the "poor majority," it is notable that much of Guyana's livestock production is carried out by small farmers on mixed cattle-crop farms.

2. Ministry of Economic Development. Implementation of the GOG Development Plan will require a considerable increase in GOG's development administration capabilities. Both the IBRD study and the Marlar-Mulligan Report identified the need for training in skills related to development planning and administration. Specifically mentioned were statistics and project planning and evaluation. During intensive review two other areas were identified as priority training needs for Ministry personnel: transportation economics and econometrics.

Based on these identified needs, the Ministry of Economic Development will receive four man-months of technical advisory services in economic development; project analysis; project programming; econometrics; and statistics to assist with its capacity to carry out its major responsibilities in planning national development programs. The loan will also provide 48 man-months short-term technical training in these areas for key staff members either in the United States or at the proposed Caribbean Center for Training in Development Studies. (see Annex XII).

SECTION IV - PROJECT ANALYSIS

A. ADMINISTRATION AND MANAGEMENT ANALYSIS

The Public Service Ministry, administered by a Permanent Secretary, receives policy guidance directly from the Office of the Prime Minister, who also holds the portfolio of Public Service Minister. The present Training Division was created in 1967, just following Independence, when the training function of the Public Service Ministry was clarified and upgraded. It was also integrated with the Public Service Training Center which was transferred from the Ministry of Education. Conceptually, the objective was to establish the personnel and training functions of the Government under the Ministry where it could best serve across-the-government training needs. This centralization did not effectively take place until recently, prompted to some extent by the Marlar-Mulligan report (see Annex VIII).

The Training Division is currently mandated to work with the other ministries of government in the preparation and coordination of training programs and is the designated secretariat for the newly established National Training Council which will deal with the country's overall human resources development plans as they relate to the public, cooperative and private sectors.

Internally, the Training Division has the responsibility for the overall training effort in the Public Service and oversees the work in three other units in the Public Service Ministry which provide policy and data resources related to training. The newly established Salary and Classification Division administers the recently promulgated position classification plan and is concerned with salary and wage adjustments. The Management Services Division is assigned responsibilities for the appraisal of organization procedures and methods across-the-government, including questions related to organizational performance. The Personnel Division deals with personnel requirements, personnel procedures and policy issues relating to conditions of employment of public officers. (see Annex VII for Public Service Ministry Organization chart).

On the human resources side, the Training Division has been upgraded and the number of positions have been increased corres-

ponding to the recommendations of the Marlar-Mulligan report and the loan objectives. In general, current staff of the Training Division has adequate background in training theory, methodology and course preparation and presentation.

One objective of the loan is of course to improve the training and training management capability of the Training Division including the new functional areas: training needs analysis and planning of training. In this respect, the Training Division staff will themselves be the beneficiaries of training, both in-service and out-of-country as appropriate, as well as from consultants.

In addition, the Training Division already has had some project programming experience relative to technical assistance recruitment and utilization. The Training Division has further indicated that it will establish an accountant/loan coordinator position to be directly responsible for processing procurement of commodities, consultant and training services and for preparing financial and project progress reports.

The Training Division is, therefore, well structured and has the necessary staff resources to carry out the project. Also, since the project by its very nature will focus on improving these capabilities, the USAID, in its monitoring capacity, will be able to further identify any additional training needs and build this in during the course of the loan progress reviews.

B. FINANCIAL ANALYSIS

1. Summary Cost Analysis and Financial Plan. The total estimated cost of the activities to be financed during the three-year disbursement period of the loan is approximately \$1.7 million. The following table summarizes the project inputs by source. (For a more detailed analysis see Annex XIII).

	(In thousands US\$)		
	<u>AID</u>	<u>GOG</u>	<u>TOTAL</u>
(a) External Training:			
(1) Short Term	261	36	297
(2) Academic	405	130	535
(b) Internal Training	-0-	107	107
(c) Technical Assistance	203	34	238
(d) Audio Visual Materials and Equipment	46	17	63
(e) Library Information and Reference Materials	62	51	113
(f) Manpower Research	23	3	26
(g) Additional Staff and Operating Costs	-0-	104	104
(h) Construction and Furnishings	<u>-0-</u>	<u>233</u>	<u>233</u>
	<u>1,000</u>	<u>715</u>	<u>1,715</u>

2. Summary of U.S. and Local Currency Components. Of the total estimated program cost of \$1,715,000, AID will provide a maximum of \$1,000,000 and the GOG will provide an estimated \$715,000 as follows:

	SUMMARY OF FINANCING (in U.S.\$)			
	<u>Total Cost</u>	<u>G\$ Cost</u>	<u>U.S. \$ Cost</u>	<u>%</u>
AID	\$1,000,000	\$ 23,256	\$976,744	58
GOG	<u>714,418</u>	<u>714,418</u>	<u>-</u>	<u>42</u>
Totals	<u>\$1,714,418</u>	<u>\$737,674</u>	<u>\$976,744</u>	<u>100</u>

3. AID and GOG Contributions

(a) GOG Contributions. The GOG contribution to the project will come principally from the budget of the Public Service Ministry with additional inputs from the Ministries of Economic Development, Agriculture and Health. The University of Guyana will also receive subventions from the Public Service Ministry in support of training activities and the proposed consultants for the University's School of Management. The major contribution of the Public Service Ministry includes the capital and operational support costs for the expansion and development of the Training Division and National Training Center. The Ministry will finance construction of a new facility for the National Training Center. The Ministry will also develop programs for training and upgrading of staff as well as salaries of additional staff, and the preparation and conducting of training programs. The Ministry's inputs also include financing for locally procured audio-visual materials and equipment, library, and resource materials and research. The Training Division and Center will also provide direct support including secretarial and logistic services to the consultants. The other participating ministries will provide for costs for preparation and conducting of related in-country training programs, some supporting costs on external training programs (travel, salary allowances, family maintenance, etc.), and support services for consultants. The University of Guyana will finance internal and support services for the technical assistance advisors/lecturers.

The Public Service Ministry will be responsible for assuring that the participating Ministries and University will commit themselves to the program as part of the time phased (master) implementation plan (a condition precedent to initial disbursement). The Permanent Secretary of the Public Service Ministry has agreed in writing (see Loan Application Letter - Annex III) to the proposed activities and to the budgetary implications of the loan program.

(b) AID Contributions. AID will finance consultant services; external training - both long-term and short-term specialized; audio-visual materials and equipment; library, and reference materials and research.

4. Alternate Sources of Financing. In order to reduce the possibilities of program conflicts, the Public Service Ministry and USAID have taken into consideration the activities being carried out, or proposed by other donors.

Representatives of the international assistance organizations have indicated that there are no areas of conflict with the various activities scheduled under the loan. The IBRD and UNDP/UNESCO are generally concentrating their human resource development assistance at the secondary level of the formal education system.

The IDB and OAS have no direct assistance programs in Guyana. Membership in the IDB is currently pending but OAS membership is not anticipated in the near future.

In addition, the present and proposed programs of the bilateral donors, particularly the major traditional donors; CIDA (Canada) and (ODA) United Kingdom, have also been taken into consideration for the purpose of avoiding duplication of efforts and resources.

Generally, with the possible exception of some Canadian assistance in the field of economics, such training as has been offered by these donors is in areas outside the scope of the proposed activity, reflecting their particular interests as well as their continuation of historical relationships with various ministries (e.g., Canadian assistance in the field of aviation and U.K. assistance in telecommunications).

It is expected that this type of Canadian and British assistance will continue. It is hoped that Canada and the U.K. as well as other donors, will participate in an external donor review of the GOG's overall analysis of its training needs and can be encouraged to supplement the proposed AID loan and offer specific training based on the on-going analysis of training needs.

C. ECONOMIC ANALYSIS

1. Borrower's Ability to Meet Financial Requirements of the Proposed Loan.

Guyana's economic growth has been dependent in large measure on investment and production in sugar, bauxite and rice. Current development strategy is to continue this emphasis while

promoting other product diversifications. As of 1974, the growth attributed to these three commodity areas reflected an 86 percent growth in GDP (Gross Domestic Product) in real terms, which in turn generated increasingly more public sector revenue to accommodate a reasonably significant redistribution of income in the form of improved schooling, rural extension services, increased food production, public health services, and other public services. The GDP contracted during 1973 due to a depressed aluminum market and unfavorable weather conditions for crops. The huge rise in sugar prices in 1974 caused a sudden improvement in Guyana's short-term prospects. The GDP for sugar in 1974 rose to G\$235 million (including value added by processing) compared with G\$66 million the previous year. The previous record high of G\$77 million was in 1972. Export earnings from sugar in 1975 is expected to be higher than from the record earnings that was received from the 1974 crop. Public expenditures on current account for education, health and other social development services increased by 35 percent over the 1969-1973 period. Over the same interval total public revenues on current account increased by 46 percent. These percentages increases have been more than enough to accommodate the natural increase in population and have provided opportunity for incremental budgetary increases for the key development areas, such as economic product diversification in agriculture and the up-grading of the capacities of Guyanese technical and managerial personnel.

In addition, steadily rising budgetary components for training in almost all ministries have demonstrated that the Guyanese Government has been placing greater emphasis on the need for the training of public officials at all levels (see Annex VI Table 7). Directly related are the major increases of budgetary allocations for the Ministry of Education which bears the responsibility for all pre-entry training, including the Public Service, for technical and professional fields. Even more specific to this project, the GOG has up-graded and expanded the role and staffing of the Training Division of the Public Service Ministry, so it will have the central responsibility in the Government for carrying out and coordinating Government-wide programs of public service training. The USAID sees ample evidence that the GOG has made the appropriate policy decisions and institutional commitment and will have made the financial input to carry out the project for which financing is sought.

2. Prospects of Loan Repayment.

The Government's total external debt service has increased from US \$6.2 million in 1965 to US \$11.4 million in 1974. However, the corresponding net external public debt ratios decreased from 5.7 percent for 1965 to 3.6 percent for 1974. This decrease has been primarily due to the improved export market situation for Guyana's primary products.

By 1986, the end of the grace period, the amortization level on present external debt will be about \$13 million including the full year's payment on the loan as well as other prior AID loans. A likely expansion of exports of goods and services over the next ten years should provide ample capacity for the contraction of additional long-term debt. It thus appears that prospects for repayment are good.

The estimated higher receipts from exports will enable Guyana to build up foreign exchange reserves to a reasonable level without further resort to the Eurodollar market (see Table 8, Annex VI). In mid-1975, Guyana's gross foreign reserves were about US \$100 million.

Bauxite export receipts were estimated to be about US \$100 million in 1974 compared with \$63 million in 1973. The precipitous rise in world sugar prices in 1974 resulted in about US \$108 million from sugar exports in 1974 compared with US \$35 million the previous year. Revenues from 1975 sugar exports are expected to exceed the 1974 record level.

D. BENEFICIARIES

The direct beneficiaries of the subject project are the key development ministries - Public Service, Economic Development, and Agriculture, as well as other ministries and related training institutions. Within these entities, the individual direct beneficiaries are the training officers and technical staff in the ministries and related institutions and the planning and development officers of the Ministry of Economic Development. These officers in turn, either directly or indirectly, are responsible for improving the capacity of the Government to respond to the basic need of the Guyanese

people. This project meets AID guidelines eligibility for the field of development administration, where, as in Guyana, an improved training capability for the Public Service is critical to achieving the country's development objectives.

As stated in Section I, the development strategy pursued by the Government has placed emphasis on increasing the role of the Public Sector in the development process. This has taken place at a rapid pace, as the annual level of the GOG's capital expenditures increased from US \$24 million in 1968 to US \$49 million in 1974. However, it is apparent that sustained rapid growth of the Public Sector will only be possible to the extent that the Government is able to strengthen the management of public finances and overcome serious bottlenecks in public administration caused by acute shortages of skilled civil servants at all levels in almost every field. These constraints severely limit Guyana's capacity to implement an increasing level of development expenditures.

If these national development efforts can be improved and accelerated, the ultimate beneficiaries will be the Guyanese people as a whole, who predominantly live in a rural setting. The Government has committed itself to improving the economic and social environment of the individual Guyanese and to a more equitable distribution of goods and services and an improvement of the quality of life. As an example, the significant economic growth of 1974, which was attributable to the very favorable market situation for the country's three primary products has permitted increased allocations of revenue to accommodate a reasonably significant redistribution of income in the form of improved schooling, rural extension services, increased food production, public health services, and other public services. The Government has committed itself to a continuation of this policy.

E. ROLE OF WOMEN

The Government of Guyana has also been a strong advocate of equal economic and social opportunity for women and has encouraged and assisted with their participation at all levels of the Public Service. The GOG has informed the USAID that this policy will also apply to the participation of women in the activities proposed under the loan. The GOG has been a

strong supporter of "International Womens Year" and it is interesting to note that this proclamation appears across the top of the Loan Application Letter. Currently, two of the key cabinet members are women.

F. ENVIRONMENTAL IMPACT

Finally, it is to be mentioned that this project, by its human resources development nature, will have no adverse environmental impact. In fact, the training and improvement of human and natural resources management and development inculcated in the project should, in the longer term, have a positive environmental impact.

SECTION V - LOAN ADMINISTRATIONA. PROGRAM IMPLEMENTATION RESPONSIBILITIES

1. GOG Organization. The Public Service Ministry, under the Permanent Secretary, will establish overall policy guidance and coordination and will be ultimately responsible for the successful execution of the loan program. The Training Division of the Ministry, under the Principal Training Officer will be responsible for the day-to-day operation/coordination of the program as well as the administrative functions under the loan. It is expected that the Training Division will appoint/designate a staff member of the Training Division to serve in the capacity of administrative coordinator/accountant for the purpose of dealing with financial aspects of the loan including the preparation of the necessary reporting to the USAID.

Finally, the various Guyanese ministries and related training institutions participating in the program related to loan financing will have the responsibility, under the guidance of the Training Division of the Public Service Ministry, for the implementation of the training programs in their respective fields.

2. USAID Monitoring Organization. A USAID Project Committee has already been established for the purpose of the intensive review/CAP preparation (see Section V, D. for composition). The Mission Program Officer has been designated as the Project Manager and during the loan period he will have primary responsibility, for coordinating Mission activities relative to monitoring the loan such as correspondence with the Borrower on matters of execution, compliance with the Loan Agreement, issuance of Letters of Implementation, approval of training plans, and technical assistance contracts, and receipt of progress reports. The USAID technical officers, Controller and Capital Resources Development Officer will assist in monitoring activities appropriate to their fields of competence and responsibility.

B. IMPLEMENTATION PLAN

1. Loan Implementation. It is assumed that the loan will be authorized by June 15, 1975. Upon official notification of the loan authorization and conditions, the Training Division of the Public Service Ministry can begin to prepare material to: (a) meet the standard conditions precedent, (b) draw up a master three-year, time-phased implementation plan covering the training (internal and external), technical assistance and equipment

aspects of the program; and (c) to prepare the scopes of work for those technical assistance advisors scheduled for the first year of the project. Because of lead time needs, the Training Division should initiate placement action for those trainees scheduled for academic study in the U.S. beginning with the fall term.

Upon receipt of the draft Loan Agreement from AID/W, the Mission and the Training Division representatives will negotiate the final Loan Agreement with signature expected by August 15, 1975. By September 15, 1975 the CP's to initial disbursement should be met and the time-phase plan completed. Disbursements should start by October 1, 1975 for the training programs, equipment and technical assistance advisors. Disbursements will run for the next three years with terminal disbursement 36 months after the initial disbursement date.

C. ADMINISTRATION PROVISIONS

1. Training. Training will constitute a major component of the loan program. This will include both out-of-country training (long and short term) and in-country training (courses and in-service). Out-of-country training under the loan will be administered by the Training Division of the Public Service Ministry. After training plans are drawn up by the Public Service Ministry and other cooperating ministries, the Training Division will arrange training programs, placement and handle administrative arrangements; e.g., administering any pre-selection examinations, helping participants meet entrance requirements, providing pre-departure orientation, arranging travel, arranging for payments, monitoring academic performance, etc. The Training Division, with the advisory assistance of consultants, will also handle the programming and other administrative arrangements for short-term training out-of-country. (It is expected that with the improved capabilities provided through the loan, the Training Division will eventually assume the responsibility for all GOG external studies programs.)

In-country training basically involves training courses/ programs to be carried out by or under the aegis of the Public Service Ministry. Generally, the management training programs will be planned, conducted and administered by the Public Service Ministry Training Division. The technical training, to be planned by the other Ministries and the University of Guyana, in cooperation with the Public Service Ministry Training Division will be conducted and administered by the particular Ministry Implementing Agency involved. The Training Division will also assist the Ministries and the University of Guyana with training methodology, media content preparation, evaluation, as appropriate.

In-service training will also be handled in the same general pattern/division of responsibilities with the Training Division assisting to an even greater extent in the design of the various possibilities/kinds and methodologies of in-service training programs.

2. Procurement of Technical Services. The loan strategy calls for technical advisors to (1) help improve the training and management capabilities of the Public Service Ministry, including both out-of-country and in-country programs; (2) assist in the preparation and presentation of courses in both the Public Service Ministry and the other Ministries and the University of Guyana participating in the loan program; (3) help to design, improve the capability, and carry out in-service training programs both of a management and technical nature; (4) assist in developing a capability in the Public Service Ministry for training needs and analysis and evaluation; (5) develop a relevant management/training, research/information base and capability. It is anticipated that the various technical advisory services can be provided for on a short-term basis. (See Annex XII for Illustrative List). For the types of advisory services envisaged there should be limited need, if any, for home office backstopping. Therefore, negotiated personal services contracts will be utilized to provide for the technical assistance advisory and training inputs necessary for the project activities. The Training Division of the Public Service Ministry will be responsible for identification, planning, preparation of scope of technical services, workplans, recruiting, logistic support and administrative support for the technical services required. These will be submitted to A.I.D. for approval. The contracts for advisory services will be awarded in accordance with A.I.D. Capital Projects Guidelines.

3. Disbursements. The administration of the fiscal activities of this loan will be the responsibility of the Training Division in the Public Service Ministry. The Training Division will establish whatever financial records are needed to provide an adequate accounting of the project's fiscal activities.

Funds for the project will be obtained by A.I.D. through a procedure known as the Direct Reimbursement Authorization (DRA). To obtain a DRA, the Training Division will send a letter to the Accountant General, Ministry of Finance, asking him to request the USAID Controller to open a DRA in an amount required to implement the project. The USAID Controller will forward a telegram to the A.I.D. office in Washington detailing this request, asking for a blanket Direct Reimbursement Authorization. Using the blanket Direct Reimbursement Authorization obtained above, the USAID/Guyana Controller may make direct disbursements to commodity suppliers and personal services contractors.

The Training Division will summarize and document the U.S. dollar expenditures for training incurred by the GOG which are reimbursable by A.I.D. under the loan provisions. When these expenditures have reached a minimum of U.S.\$5,000, the supporting documentation and vouchers will be submitted to the USAID/Guyana Controller's office who will arrange a U.S. dollar check reimbursement to the GOG. If expenditures for a quarterly period do not reach U.S.\$5,000, those vouchers totaling a lesser amount may be submitted for reimbursement.

It is anticipated that the Public Service Ministry will monitor the provisional scholarships under the loan program using standards identical to those used for other GOG provisional scholarships. However, additional reporting requirements of the scholarships awarded may be required so as to properly inform the USAID for their audit of expenditure vouchers.

Names of scholarships awardees, substitutes and withdrawals will be reported to the USAID. Comments as to the course content relevance to the loan program will also be required. Proper follow-up records to monitor completion of in-service requirements will be maintained by the Public Service Ministry. These records will be made available for audit upon request by A.I.D.

Relative to the standard bonding provision for GOG sponsored training amounts of loan scholarship funds recovered from persons not completing in-service requirements are refundable to the U.S. Government on an accrual basis for those persons for whom the recovery basis is known as of November 1978. After November 1978, recoveries will be used by the Public Service Ministry consonant with the general purposes of this Loan Agreement.

D. PROGRESS REVIEW AND EVALUATION

A joint review of A.I.D. and the Borrower to determine adequacy of progress in achieving the program goals will be held at least annually or at such interim times as may be agreeable to both parties.

A progress review committee should consist of the following members:

Representing A.I.D.	Program Officer (Project Manager)
	Agricultural Economist
	Capital Development Officer
	Accountant/Finance Officer
	Technical Advisors according to need
	A.I.D. TDY Education/Training
	Consultant, according to need.

Representing GOG: Training Advisor
Chief Training Advisor
Principal Training Officer
Training Analyst
Project Coordinator
Appropriate Technical Advisors
(contract and local).

Approximately one month prior to each review, the USAID Project Manager in cooperation with the Director of the Training Division (Chief Training Officer) will develop an agenda listing the activities to be reviewed, establish guidelines for assembling data and supporting documentation to make a checklist to assist the review committee in assessing progress during the period under review relative to the implementation plan and the project objectives as identified in the loan document.

The major purpose of the periodic reviews is to determine if sufficient and satisfactory progress has taken place during the preceding period so that activities scheduled for implementation subsequent to such review may be revised as appropriate. At the same time the loan project analysis and strategy will be reviewed to determine its relevancy as the program develops.

The Training Division will provide the USAID Project Committee with a quarterly report on project status. The quarterly report should include information on (a) the number of trainees completing training by category; (b) trainees currently in training by category; (c) status of procurement; and (d) status of technical assistance activities. The final evaluation will be a detailed End of Project Status Review to measure accomplishments under the loan against the stated strategy and objectives. Based on this review and subsequent internal review/evaluation by USAID, a final End of Project Status (EOPS) report will be furnished to AID/W.

E. CONDITIONS AND COVENANTS

1. Conditions Precedent to Initial Disbursements. Conditions precedent to disbursement will include the standard conditions and the following special requirements:

- a) Prior to disbursement, the Borrower shall submit:
 - (1) A fully detailed, time-phased implementation plan, satisfactory in form and substance to A.I.D., covering each component of this project showing, as appropriate, its inter-relationship with, and priority relative to, other components.

(ii) Evidence, in form and substance, satisfactory to A.I.D., that the Borrower will provide the necessary budgetary allocation to carry out the project.

b) Prior to any disbursement under the loan for the purchase of equipment, the Borrower shall, except as A.I.D. may otherwise agree in writing, furnish to A.I.D. in form and substance satisfactory to A.I.D. a list of equipment to be financed by the loan.

2. Covenants. In addition, the Borrower will agree to:

a) Support the project through budget allocations to the Public Service Ministry in amounts sufficient to accomplish the purpose of the project in conformance with the time-phased implementation plan referred to above.

b) Continue to provide satisfactory assurances through the GOG's existing bonding requirement that personnel trained overseas will return to serve in Guyana for a specified period of time commensurate with the amount of training provided.

c) Undertake with A.I.D. a joint review of the project annually, or at such interim times as may be agreeable to both parties, to determine the adequacy of progress in achieving the project goals and to determine if there is need to revise the training needs analysis, strategy and programs.

3. Other Terms and Conditions: The loan shall be subject to such other terms and conditions as A.I.D. may deem advisable.

SECTION VI - ISSUE

ISSUE: Should required advisory services be financed on a loan or grant basis?

The principal objective of the subject project is to develop the capacity of the GOG for training and management of training needed by Government personnel to strengthen the Government's capacity for planning, managing and implementing development programs. This institution building effort is heavily dependent on a critical amount of advisory services estimated at about US \$203,256.

The GOG's willingness to procure such services in the necessary amounts is essential. During intensive review the GOG representatives have expressed such willingness, yet from experience elsewhere, we cannot be certain that such expression of willingness will be translated into action in the face of prevailing high prices and competing pressures to maximize commodity and training procurement.

We see two alternatives for obtaining some degree of assurance that the GOG would contract the necessary services: (1) grant financing the services and (2) earmarking loan funds for the services.

Grant financing the consultant services has the advantage of relieving the GOG of concern for the cost of the services. Earmarking of loan funds on the other hand, while making the GOG more conscious of the cost of advisory services, does offer, if acceptable, the following advantages: (1) increased consciousness of cost to the GOG may prompt better use of the services; (2) GOG accommodation now to the concept of paying for such services may facilitate such investment when needed in the future; (3) use of AID loan funds would preserve for other needs the more limited AID grant funds; (4) loans are ultimately repaid and could contribute to increased availability of funds for foreign assistance in the future.

Weighing the relative advantages of the two alternatives in light of the evidence at hand, including the GOG's planning for this project, and our experience with loan financing of advisory services for other Guyana projects, particularly the Rice Modernization Project, AID Loan 504-L-008, the Project Committee recommends earmarking of loan funds over grant financing for the subject advisory services.

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ANNEX I

SUMMARY OF THE MACRO-ECONOMIC SITUATION

I. ECONOMIC BACKGROUND

The development strategy of Guyana since Independence in 1966 has been to increase the role of the Public Sector and to promote cooperatives. The Government has expanded state enterprises, created new state-owned financial institutions, and nationalized the country's bauxite producers. The Public Sector now occupies a dominant position in the commercial and industrial sectors. The growing role of the Public Sector is reflected in the increase in its share of gross domestic capital formation from 40 percent in 1968 to 72 percent in 1973. Guyana has a modern mining sector and a relatively efficient sugar industry; but its overall economic development in the past has been hampered by an adverse physical environment, a small domestic market, and political uncertainty. Real growth of the economy, at a rate of between 3 and 4 percent annually in the past two decades, has kept pace with the increase in population. Since 1971, private investment has been declining, largely due to Government policy.

The Government is presently in the process of reorienting its economic development efforts with emphasis on greater national self-reliance and Government control of the economy, infrastructural development, development of the country's interior, and import substitution. Particular stress has been placed on self-sufficiency in food. However, the general prosperity of the economy for the near term at least will continue dependent on the three principal exports; bauxite, sugar and rice.

Except for a significant recovery in late 1974 based on exceptionally high peaking of sugar prices, the pace of economic growth in Guyana for the past few years has been uneven, marked by persistent high unemployment, lagging growth in agriculture, weak balance of payments performance and sluggish private investment. The longer term development problems persist as the economy continues its dependence on a few traditional exports. Private sector development has remained largely dormant, but increases in world prices have spurred a renewed interest in sugar. The Public Sector continues to exhibit limited administrative capability in regard to implementation of development plans. The increases in the cost of petroleum products has added a new dimension to the balance of payments and development

problem; however, this has been offset temporarily at least by the value of exports which are estimated at G\$ 584 million in 1974 - more than double the G\$ 287 million in 1973 - and largely attributable to record prices for sugar with some help from bauxite and rice.

The CY 1975 capital budget calls for substantially increased investment to be covered from domestic revenues, external loans and supplier credits and bilateral and multilateral funds tied to projects. Traditionally, capital budget expenditures have not attained budgetary goals. The effect of increased costs for imports coupled with a reluctance to invoke substantive new revenue measures and the relative inflexibility in current expenditures could forecast future constraint on the development program.

The capital expenditure projection for CY 1975 in the Public Sector totals G\$ 227 million and the sectors identified as priority areas are consistent with the 1972-1976 Development Plan.

The rate of development that Guyana is likely to realize over the medium term will depend heavily on its ability to increase the production and export of its three key commodities -- bauxite, sugar and rice -- which currently account for 47 percent of GDP and over 85 percent of exports. The market prospects for these major commodities are now good. Calcined bauxite capacity will increase substantially when the new investments planned by the Government are completed. Rice constitutes about 10 percent of both value-added in agriculture and of total exports. Domestic pricing policies, availability of credit and other facilities as well as new investments will, however be needed to continue the improved production trend of 1974. As a result of these increases, Guyana's gross foreign reserves have reached a record of US \$100 million.

The Government's Second 5-Year Development Plan, 1972-1976, outlines an ambitious Public Sector program aimed at accelerating the annual real rate of growth of GDP to 8.5 percent and reducing unemployment from about 20 percent to about .5 percent by the end of the

the period. The allocation of public investment gives high priority to transport and communications (24.5 percent), manufacturing and power (16.3 percent), and agriculture (15.8 percent). For a variety of reasons, including shortages of skilled manpower and limited domestic savings, however, it is unlikely that most of the plan's objectives will be attained during the plan period. The longer term economic prospects of Guyana are favorable. Opportunities exist for greater diversification in the agricultural sector both for import substitution and for export. Government policy is aimed at increasing the output of food crops, fruits, vegetables and livestock.

Inflation has become a matter of serious concern, increasing 28.5 percent from December 1973 through December 1974, largely through increased fuel and food prices (see Table 9, Annex VI). This trend is continuing even though basic foodstuffs as bread, rice and sugar are highly subsidized.

The per capita GDP (US \$484 in 1974), while fairly and evenly distributed, is low in comparison with the per capita GDP in most of the developing countries of the Western Hemisphere.

II. KEY SECTORS

A. Agriculture

Agriculture development is accorded a high priority in the Guyana Government's Second Development Plan for 1972-1976. During the last decade, the growth of agricultural output, at about 1.5 percent annually (at constant prices), lagged behind the rate of population growth. The sector's contribution to GDP only increased 13 percent in 1963-73 while the total GDP at factor cost more than doubled during this period. Area under cultivation has been expanded through large investments in land development. While agricultural development strategy will have to continue to emphasize bringing new areas along the coastal belt under cultivation, production on reclaimed land will have to be intensified if Guyana is to reverse the downward trend in yields, reduce unemployment and alleviate rural poverty. This will require provision of technical services to small and medium sized farmers who should be encouraged to adopt more labor-intensive, yield-increasing techniques of production.

B. Human Resources and Manpower

Guyana's work force is composed of approximately 230,000 people of which one-third are employed in government, sugar and bauxite. Unemployment is estimated at approximately 20 percent with fluctuations due to the seasonal employment nature of many of the basic crops such as sugar. Concomitantly, there is significant under-employment much of which is in agriculture and tied to its cyclical nature.

In addition to the creation of new jobs through increasing investment in the productivity sectors, the GOG is endeavoring to improve the rural employment situation through crops diversification, credit, extension education and other means. The National Development Plan aims at accelerating the annual real rate of growth of GDP to an ambitious 8.5 percent and thereby reducing the unemployment level to about 10 percent by 1980.

Guyana has attained fairly high educational levels with some 85 percent of the population literate. Enrollment is high through primary school, but drops off sharply thereafter as education is compulsory by law to the age of 14. During the past decade, however, there has been a virtual explosion in the number of Guyanese receiving secondary and university training - with the enrollment at the secondary level increasing twenty-fold. The major human resources constraint to the country's development, however, is that the limited stock of well-trained professional managers and technically skilled labor force sets structural limits to Guyana's capacity to attain sharply higher rates of growth. It is precisely to this key policy area that the focus of the proposed loan project is addressed.

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ANNEX II

CHECKLIST OF STATUTORY CRITERIA

(Alliance for Progress)

In the right-hand margin, for each item, write answer or, as appropriate, a summary of required discussion. As necessary, reference the section(s) of the Capital Assistance Paper, or other clearly identified and available document, in which the matter is further discussed. This form may be made a part of the Capital Assistance Paper.

The following abbreviations are used:

PAA - Foreign Assistance Act of 1961, as amended.

FAA, 1973 - Foreign Assistance Act of 1973.

App. - Foreign Assistance and Related Programs Appropriation Act, 1974.

MMA - Merchant Marine Act of 1936, as amended.

BASIC AUTHORITY

1. FAA § 103; § 104; § 105;
§ 106; § 107. Is loan being made

a. for agriculture, rural development or nutrition;

b. for population planning or health;

c. for education, public administration, or human resources development;

d. to solve economic and social development problems in fields such as transportation, power, industry, urban development, and export development;

This loan is being made for education, public administration and human resources development.

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e. in support of the general economy of the recipient country or for development programs conducted by private or international organizations.

COUNTRY PERFORMANCE

Progress Towards Country Goals

2. FAA § 208; §.251(b).

A. Describe extent to which country is:

(1) Making appropriate efforts to increase food production and improve means for food storage and distribution.

(2) Creating a favorable climate for foreign and domestic

private enterprise and investment.

Guyana is currently making a major effort to modernize its agro-industry. The \$12.9 million AID loan-funded Rice Modernization Project is primarily a food storage and distribution program for Guyana's principal grain product.

Additionally, the GOG is making a concerted effort to develop its Livestock Industry and to develop suitable crops for the Intermediate Savannah areas and implementing a major land rehabilitation scheme through IBRD financing for increasing rice and other foodcrop production.

The stated economic policy is for Guyana to control its own natural resources, with significant government involvement in the major projects, much in line with developments elsewhere in South America. Essentially, this policy has resulted in curtailment of foreign direct investment in mining and such natural resource enterprises. Though the GOG is moving towards an announced goal of cooperative socialism, a reasonable private sector role is envisaged in the development plan.

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(3) *Increasing the public's role in the developmental process.* The GOG makes diligent efforts to keep the public informed on the development program. Self-help projects and cooperatives directly involving the public are a key element in that program.

(4) (a) *Allocating available budgetary resources to development.* Guyana allocates approximately 70% of its national budget to development activity.

(b) *Diverting such resources for unnecessary military expenditure (See also Item No. 20) and intervention in affairs of other free and independent nations.) (See also Item No. 11)* Guyana's defence budget is minimal and Guyana does not intervene in other countries' affairs.

(5) *Making economic, social, and political reforms such as tax collection improvements and changes in land tenure arrangements, and making progress toward respect for the rule of law, freedom of expression and of the press, and recognizing the importance of individual freedom, initiative, and private enterprise.* Guyana has benefited from USAID technical assistance in improving tax collection procedures. GOG policies reflect belief that the demands of economic development require the exercise of individual freedom and the activities of private enterprise to be tempered by sense of discipline and commitment to government development programs. Thus far this has not precluded a role for opposition parties and an opposition press. The GOG has generally respected the rule of law.

(6) *Adhering to the principles of the Act of Bogota and Charter of Punta del Este.*

Although the Act of Bogota and the Charter of Punta del Este are not applicable to Guyana, the country is following policies which are in accord with the Act and Charter.

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(7) Attempting to repatriate capital invested in other countries by its own citizens. The GOG is attempting to mobilize the assets of individuals and firms for investment in Guyana.

(8) Otherwise responding to the vital economic, political, and social concerns of its people, and demonstrating a clear determination to take effective self-help measures. The GOG is showing a responsiveness to the legitimate concern of her people and is taking strenuous self-help measures, including the mobilization of resources and emphasizing self-help programs.

B. Are above factors taken into account in the furnishing of the subject assistance? Yes.

Treatment of U.S. Citizens by Recipient Country

3. FAA § 620(c). If assistance is to government, is the government liable as debtor or unconditional guarantor on any debt to a U.S. citizen for goods or services furnished or ordered where (a) such citizen has exhausted available legal remedies and (b) debt is not denied or contested by such government? No such situation is known to exist.

4. FAA § 620(e)(1). If assistance is to a government, has it (including government agencies or subdivisions) taken any action which has the effect of nationalizing, appropriating, or otherwise seizing ownership or control of property of U.S. citizens or entities beneficially owned by them without taking steps to discharge its obligations toward such citizens or entities? No. This determination has been made by the American Embassy.

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5. FAA § 620(o); Fishermen's Protective Act, § 5. If country has seized, or imposed any penalty or sanction against, any U.S. fishing vessel on account of its fishing activities in international waters,

Not applicable.

a. has any deduction required by Fishermen's Protective Act been made?

Not applicable.

b. has complete denial of assistance been considered by A.I.D. Administrator?

No denial of assistance has been considered.

Relations with U.S. Government and Other Nations

6. FAA § 620(a). Does recipient country furnish assistance to Cuba or fail to take appropriate steps to prevent ships or aircraft under its flag from carrying cargoes to or from Cuba?

Guyana has an announced policy of cultural and economic cooperation with Cuba, but has not thus far furnished technical or economic assistance to Cuba. Guyanese ships and aircraft are not known to have carried cargoes to or from Cuba.

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7. FAA § 620(b). If assistance is to a government, has the Secretary of State determined that it is not controlled by the international Communist movement?
- The Secretary of State has determined that Guyana is not controlled by the International Communist Movement.
8. FAA § 620(d). If assistance is for any productive enterprise which will compete in the United States with United States enterprise, is there an agreement by the recipient country to prevent export to the United States of more than 20% of the enterprise's annual production during the life of the loan?
- Not applicable.
9. FAA § 620(f). Is recipient country a Communist country?
- No.
10. FAA § 620(i). Is recipient country in any way involved in (a) subversion of, or military aggression against, the United States or any country receiving U.S. assistance, or (b) the planning of such subversion or aggression?
- No.
11. FAA § 620(j). Has the country permitted, or failed to take adequate measures to prevent, the damage or destruction, by mob action, of U.S. property?
- Guyana provides adequate protection for U.S. property.

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13. FAA § 620(l). If the country has failed to institute the investment guaranty program for the specific risks of expropriation, in convertibility or confiscation, has the A.I.D. administration within the past year considered denying assistance to such government for this reason?
- Guaranty Agreement is in effect.
13. FAA § 620(n). Does recipient country furnish goods to North Viet-Nam or permit ships or aircraft under its flag to carry cargoes to or from North Viet-Nam?
- No.
14. FAA § 620(q). Is the government of the recipient country in default on interest or principal of any A.I.D. loan to the country?
- Guyana is not in default on any AID loan.
15. FAA § 620(t). Has the country severed diplomatic relations with the United States? If so, have they been resumed and have new bilateral assistance agreements been negotiated and entered into since such resumption?
- Guyana has not severed diplomatic relations with the U.S.
16. FAA § 620(u). What is the payment status of the country's U.N. obligations? If the country is in arrears, were such arrearages taken into account by the A.I.D. Administrator in determining the current A.I.D. Operational Year Budget?
- Guyana is not delinquent in its U.N. obligations.

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17. FAA § 481. Has the government of recipient country failed to take adequate steps to prevent narcotic drugs and other controlled substances (as defined by the Comprehensive Drug Abuse Prevention and Control Act of 1970) produced or processed, in whole or in part, in such country, or transported through such country, from being sold illegally within the jurisdiction of such country to U.S. Government personnel or their dependents, or from entering the U.S. unlawfully?

The Government of Guyana has taken adequate steps to meet the requirements of Section 481.

18. FAA, 1973 § 29. If (a) military base is located in recipient country, and was constructed or is being maintained or operated with funds furnished by U.S., and (b) U.S. personnel carry out military operations from such base, has the President determined that the government of recipient country has authorized regular access to U.S. correspondents to such base?

No such base exists in Guyana.

Military Expenditures

19. FAA § 620(s). What percentage of country budget is for military expenditures? How much of foreign exchange resources spent on military equipment? How much spent for the purchase of sophisticated weapons systems? (Consideration of these points is to be coordinated with the Bureau for Program and Policy Coordination, Regional Coordinators and Military Assistance Staff (PPC/RC).)

According to GOG budget figures about 6% of total budgetary expenditures are allocated for military expenditures in CY 1975 or about U.S.\$14.2 million. Over half of the expenditure is for personnel. No sophisticated weaponry is scheduled for procurement.

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CONDITIONS OF THE LOAN

General Soundness

20. FAA § 201(d). Information and conclusion on reasonableness and legality (under laws of country and the United States) of lending and relending terms of the loan.
21. FAA § 251(b)(2); § 251(e). Information and conclusion on activity's economic and technical soundness. If loan is not made pursuant to a multilateral plan, and the amount of the loan exceeds \$100,000, has country submitted to A.I.D. an application for such funds together with assurances to indicate that funds will be used in an economically and technically sound manner?
22. FAA § 251(b). Information and conclusion on capacity of the country to repay the loan, including reasonableness of repayment prospects.
23. FAA § 251(b). Information and conclusion on availability of financing from other free-world sources, including private sources within the United States.

The proposed terms are considered legal and reasonable by both Guyana and the United States.

The project is economically and technically sound. An application for the loan has been made to the USAID. Procedures have been established for implementing the loan which will ensure that funds are used in an economically and technically sound manner.

The terms of the loan are such as to permit Guyana to repay; and repayment prospects are favorable.

Other free world financial sources are not interested in financing this project.

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24. FAA § 611(a)(1). Prior to signing of loan will there be (a) engineering, financial, and other plans necessary to carry out the assistance and (b) a reasonably firm estimate of the cost to the United States of the assistance?

Yes. The financial and other plans have been developed and a reasonably firm cost estimate made.

25. FAA § 611(a)(2). If further legislative action is required within recipient country, what is basis for reasonable expectation that such action will be completed in time to permit orderly accomplishment of purpose of loan?

No further legislative action will be required for accomplishment of the purposes of the loan.

26. FAA § 611(e). If loan is for Capital Assistance, and all U.S. assistance to project now exceeds \$1 million, has Mission Director certified the country's capability effectively to maintain and utilize the project?

The Mission Director has so certified.

Loan's Relationship to Achievement of Country and Regional Goals

27. FAA § 207; § 251(a); § 113. Extent to which assistance reflects appropriate emphasis on: (a) encouraging development of democratic, economic, political, and social institutions; (b) self-help in meeting the country's food needs; (c) improving availability of trained manpower in the country; (d) programs designed to meet the country's health needs;

AID assistance will result in the strengthening of democratic, economic, political and social institutions in Guyana. The project will result in improving the availability of trained manpower to execute GOG development plans and projects. The project will provide equal access to training for women.

AID 1240-2 (6-74)

(e) other important areas of economic, political, and social development, including industry; free labor unions, cooperatives, and Voluntary Agencies; transportation and communication; planning and public administration; urban development, and modernization of existing laws; or
(f) integrating women into the recipient country's national economy.

28. FAA § 209. Is project susceptible of execution as part of regional project? If so why is project not so executed? The project is not susceptible of execution as part of a regional project.
29. FAA § 251(b)(3). Information and conclusion on activity's relationship to, and consistency with, other development activities, and its contribution to realizable long-range objectives. The activity is consistent with and related to other development activities and will contribute to long-range, realizable objectives.
30. FAA § 251(b)(7). Information and conclusion on whether or not the activity to be financed will contribute to the achievement of self-sustaining growth. The activity will contribute to self-sustaining growth through improved capability to administer and execute development activities.
31. FAA § 209; § 251(b)(8). Information and conclusion whether assistance will encourage regional development programs, and contribute to the economic and political integration of Latin America. The loan will support and encourage important areas of economic and social development and will utilize regional training programs.

AID 1240-2 (5-74)

32. FAA § 251(a); § 111. *Information and conclusion on use of loan to assist in promoting the cooperative movement in Latin America.* Not applicable.
33. FAA § 251(h). *Information and conclusion on whether the activity is consistent with the findings and recommendations of the Inter-American Committee for the Alliance for Progress in its annual review of national development activities.* Guyana is not a member of C.I.A.P.
34. FAA § 281(a). *Describes extent to which the loan will contribute to the objective of assuring maximum participation in the task of economic development on the part of the people of the country, through the encouragement of democratic, private, and local governmental institutions.* The loan will directly contribute to the assuring of maximum participation in the task of economic development through the improvement of public sector managers and the promotion of greater public participation in the development process.
35. FAA § 281(b). *Describe extent to which program recognizes the particular needs, desires, and capabilities of the people of the country; utilizes the country's intellectual resources to encourage institutional development; and supports civic education and training in skills required for effective participation in governmental and political processes essential to self-government.* The loan recognizes clearly the particular needs, desires and capabilities of the people and supports and furthers general development goals.

AID 1240-2 (5-74)

36. FAA § 601(a). Information and conclusions whether loan will encourage efforts of the country to: (a) increase the flow of international trade; (b) foster private initiative and competition; (c) encourage development and use of cooperatives, credit unions, and savings and loan associations; (d) discourage monopolistic practices; (e) improve technical efficiency of industry, agriculture, and commerce; and (f) strengthen free labor unions.

Not applicable.

37. FAA § 619. If assistance is for newly independent country; is it furnished through multilateral organizations or plans to the maximum extent appropriate?

Not applicable.

Loan's Effect on U.S. and A.I.D. Program

38. FAA § 251(b)(4); § 102. Information and conclusion on possible effects of loan on U.S. economy, with special reference to areas of substantial labor surplus, and extent to which U.S. commodities and assistance are furnished in a manner consistent with improving the U.S. balance of payments position.

The loan will have no foreseen adverse effect on the U.S. economy.

39. FAA § 252(a). Total amount of money under loan which is going directly to private enterprise, is going to intermediate credit institutions or other borrowers for use by private enterprise, is being used to finance imports from private sources, or is otherwise being used to finance procurements from private sources.

It is anticipated that all loan funds will be used for procurement of goods and services from private enterprises.

AID 1240-2 (5-74)

40. FAA § 601(b). Information and conclusion on how the loan will encourage U.S. private trade and investment abroad and how it will encourage private U.S. participation in foreign assistance programs (including use of private trade channels and the services of U.S. private enterprise).
- Portions of the loan will be used for procurement of U.S. goods and services.
41. FAA § 601(d). If a capital project, are engineering and professional services of U.S. firms and their affiliates used to the maximum extent consistent with the national interest?
- Not applicable.
42. FAA § 602. Information and conclusion whether U.S. small business will participate equitably in the furnishing of goods and services financed by the loan.
- U.S. small business will have an opportunity to participate equitably in furnishing goods and services to the project.
43. FAA § 620(h). Will the loan promote or assist the foreign aid projects or activities of the Communist-Bloc countries?
- The project will not promote or assist foreign aid projects or activities of the Communist-Bloc countries.
44. FAA § 621. If Technical Assistance is financed by the loan, information and conclusion whether such assistance will be furnished to the fullest extent practicable as goods and professional and other services from private enterprise on a contract basis. If the facilities of other Federal agencies will be utilized, information and conclusion on
- Technical assistance will be provided through private U.S. contractors.

whether they are particularly suitable, are not competitive with private enterprise, and can be made available without undue interference with domestic programs.

Loan's Compliance with Specific Requirements

45. FAA § 110(a); § 208(e). Has the recipient country provided assurances that it will provide at least 25% of the costs of the program, project, or activity with respect to which the Loan is to be made? The Government of Guyana will provide 42% of the costs of the project.
46. FAA § 112. Will loan be used to finance police training or related program in recipient country? No.
47. FAA § 114. Will loan be used to pay for performance of abortions or to motivate or coerce persons to practice abortions? No.
48. FAA § 201(d). Is interest rate of loan at least 2% per annum during grace period and at least 3% per annum thereafter? Yes.
49. FAA § 604(a). Will all commodity procurement financed under the loan be from the United States except as otherwise determined by the President? Yes.
50. FAA § 604(b). What provision is made to prevent financing commodity procurement in bulk at prices higher than adjusted U.S. market prices? All commodity procurement will be effected under competitive bid conditions.

AID 1240-2 (5-74)

51. FAA § 604(d). If the cooperating country discriminates against U.S. marine insurance companies, will loan agreement require that marine insurance be placed in the United States on commodities financed by the loan? **Yes.**
52. FAA § 604(e). If offshore procurement of agricultural commodity or product is to be financed, is there provision against such procurement when the domestic price of such commodity is less than parity? **Not applicable.**
53. FAA § 604(f). If loan finances a commodity import program, will arrangements be made for supplier certification to A.I.D. and A.I.D. approval of commodity as eligible and suitable? **Not applicable.**
54. FAA § 608(a). Information on measures to be taken to utilize U.S. Government excess personal property in lieu of the procurement of new items. **To the extent feasible, U.S. Government excess personal property will be utilized.**
55. FAA § 611(b); App. § 101. If loan finances water or water-related land resource construction project or program, is there a benefit-cost computation made, insofar as practicable, in accordance with the procedures set forth in the Memorandum of the President dated May 15, 1962? **Not applicable.**

AID 1240-2 (5-74)

56. FAA § 611(c). If contracts for construction are to be financed, what provision will be made that they be let on a competitive basis to maximum extent practicable? Not applicable.
57. FAA § 612(b); § 636(h). Describe steps taken to assure that, to the maximum extent possible, the country is contributing local currencies to meet the cost of contractual and other services, and foreign currencies owned by the United States are utilized to meet the cost of contractual and other services. The GOC has agreed to meet 42% of the cost of the project which is the best estimate of the actual local cost to be incurred.
58. App. § 113. Will any of loan funds be used to acquire currency of recipient country from non-U.S. Treasury sources when excess currency of that country is on deposit in U.S. Treasury? No.
59. FAA § 612(d). Does the United States own excess foreign currency and, if so, what arrangements have been made for its release? No.
60. FAA § 620(g). What provision is there against use of subject assistance to compensate owners for expropriated or nationalized property? Annex I to the Loan Agreement will explicitly state the items eligible for procurement or financing with project funds.

AID 1240-2 (5-74)

61. FAA § 620(k). If construction of productive enterprise, will aggregate value of assistance to be furnished by the United States exceed \$100 million? No.
62. FAA § 636(i). Will any loan funds be used to finance purchase, long-term lease, or exchange of motor vehicle manufactured outside the United States, or any guaranty of such a transaction? No. This is not contemplated.
63. App. § 103. Will any loan funds be used to pay pensions, etc., for military personnel? No.
64. App. § 105. If loan is for capital project, is there provision for A.I.D. approval of all contractors and contract terms? Not applicable.
65. App. § 107. Will any loan funds be used to pay UN assessments? No.
68. App. § 109. Compliance with regulations on employment of U.S. and local personnel. (A.I.D. Regulation 7). Will be complied with.

67. App. § 110. Will any of loan funds be used to carry out provisions of FAA §§ 209(d) and 251(h)?

No.

68. App. § 114. Describe how the Committee on Appropriations of the Senate and House have been or will be notified concerning the activity, program, project, country, or other operation to be financed by the Loan.

By the Congressional Presentation, FY 1975, Page 104.

69. App. § 801. Will any loan funds be used for publicity or propagandz purposes within the United States not authorized by the Congress?

No.

70. MMA § 901.b; FAA § 640C.

(a) Compliance with requirement that at least 50 per centum of the gross tonnage of commodities (computed separately for dry bulk carriers, dry cargo liners, and tankers) financed with funds made available under this loan shall be transported on privately owned U.S.-flag commercial vessels to the extent that such vessels are available at fair and reasonable rates.

This will be complied with.

(b) Will grant be made to loan recipient to pay all or any portion of such differential as may exist between U.S. and foreign-flag vessel rates?

No.



Republic
of
Guyana

INTERNATIONAL WOMEN'S YEAR

UNCLASSIFIED
AID-DLC/P-2095
ANNEX III

REC'D
APR 30 1975

Page 1 of 3

PUBLIC SERVICE MINISTRY,
164, WATERLOO STREET,
GEORGETOWN,
P.O. Box 508

CPS: 8/0/29^{II}

14 April, 1975.

APPLICATION FOR U.S.A.I.D. LOAN

ANNEX III

FOR

PUBLIC SECTOR HUMAN RESEARCH DEVELOPMENT

Dear Director,

On behalf of the Government of Guyana, I hereby apply to the United States Agency for International Development for a loan of approximately One Million U.S. Dollars (\$1,000,000 U.S.) to assist in the implementation of a Staff Training and Development Plan for the Public Service of Guyana during the period July, 1975 to June, 1978, to be administered by the Public Service Ministry.

2. The Plan is based on the recommendations made by Irvin F. Marlar and J. Kenneth Mulligan, U.S.A.I.D. Training Consultants, in their Survey Report on the state of Public Service Training in Guyana - September - December, 1973 which were accepted by the Government of Guyana with minor amendments.

3. In the interim, the Public Service Ministry has gone ahead with the implementation of the recommendations by -

- (a) re-organising the Training Division of the Ministry and providing for an overall increase in staff from 22 to 33, including 6 new senior posts most of which have already been filled;
- (b) setting up a National Training Council which will soon be formally launched with staff support from the Training Division;
- (c) implementing a comprehensive programme of scholarships and fellowships to cater for the human resources needs of the National Development Plan at both the pre-service and in-service levels of the Public Sector.

4. The anticipated expenditure on the overall training effort during the three year disbursement period mentioned above, \$16,033,000 of which the substantial sum of \$8,069,000G will be contributed from the Government of Guyana funds, \$5,814,000G under the various bi-lateral and multi-lateral technical assistance schemes and \$2,150,000G under the proposed U.S.A.I.D. Loan.

/2....

2.

5. In acknowledgement of the critical role that training for the Public Service will play in improving government performance towards the implementation of the National Development Plan, the U.S.A.I.D. loan is required for a Project which provides for the following activities:-

- (i) the improvement of training capabilities and programmes;
- (ii) the improvement of training needs analysis and evaluation;
- (iii) the implementation of high level staff training and development programmes; and
- (iv) the improvement of the overall management and administration of Public Service Training and National Human Resources Development.

The Government of Guyana Cabinet Sub-Committee on Economic Matters has considered the objectives of this Project and given its approval in principle.

6.(a) The AID component of \$1,000,000 U.S. for the Project will be used to finance the following:-

- Overseas training expenses of fellows and scholars in the fields of Training Methodology, Administration & Management, Development Economics, Statistics, Agriculture and Medicine.
- Salaries/allowances and passages of visiting specialists in the fields of Training Methodology, Management, Administration, Manpower Research, Development Economics and Agriculture.
- The purchase of audio-visual materials and equipment.
- The purchase of library, information and reference materials.

(b) The Government of Guyana component estimated at \$733,000 U.S. for the Project will be used to finance the following:-

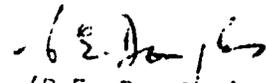
- Additional professional and supporting staff of the Training Division.
- The local cost of training programmes mounted by the Public Service Training Centre.
- Subventions to the University of Guyana for courses in Administration and Management.
- Operational costs to service visiting specialists.
- Manpower Research.
- Additional accommodation and furnishings at the Public Service Training Centre.

3.

- Passages for overseas trainees.
- The cost of local pre-service scholarships in Management, Economics, Statistics, Mathematics and Agriculture.
- The purchase of audio-visual materials and equipment.
- The purchase of library, information and reference materials.

7. The above components for the project result from recent negotiations between U.S.A.I.D. Mission Representatives in Guyana, assisted by personnel from AID/Washington, and a team from the Public Service Ministry, the executing agency for the project. AID and Government of Guyana cost estimates and other relevant data have already been submitted to your Mission representatives.

Yours Co-operatively,


(C.E. Douglas)
Permanent Secretary.

The Director,
United States Agency for
International Development,
65, Main Street,
Georgetown.

c.c. Hon. Minister of Finance.

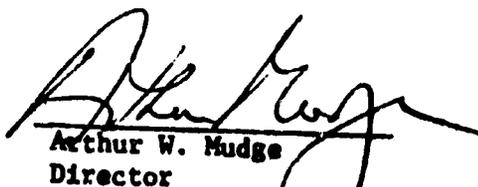
ANNEX IV

CERTIFICATION PURSUANT TO SECTION 611(e)
OF THE FOREIGN ASSISTANCE ACT OF 1961, AS AMENDED

As principal officer of the Agency for International Development in Guyana, having taken into account, among other things, the maintenance and utilization of projects in Guyana previously financed or assisted by the United States, I hereby certify that in my judgment the Government of Guyana has both the financial and human resource capabilities to effectively maintain and utilize the Capital Assistance Project entitled - Guyana: Public Sector Manpower Training.

This judgment is further based upon: (1) experience in the execution of the earlier AID grant financed, General Training Project (030); (2) the Marlar-Mulligan report on "Training for the Public Service in Guyana - 1973"; (3) the Government's response thereto in preparation of a national training program linked directly to the country's development plan, and in allocation of personnel and budgetary resources in support thereof; and (4) an intensive review of subject project conducted by USAID/Guyana jointly with the Government.

April 30, 1975
Date


Arthur W. Hudge
Director
A.I.D. Mission to Guyana

ANNEX V

DRAFT

LOAN AUTHORIZATION

Provided from: FAA Section 105, Education and
Human Resources Development Funds

Guyana: Public Sector Manpower Training Loan

Pursuant to the authority vested in the Administrator, Agency for International Development ("A.I.D."), by the Foreign Assistance Act of 1961, as amended, the delegations of authority issued thereunder, I hereby authorize the establishment of a loan ("Loan"), pursuant to Section 105 of the Act, and in furtherance of the Alliance for Progress, to the Government of Guyana ("Borrower"), of not to exceed one million United States dollars (US\$1,000,000) to assist in financing the United States dollar and local currency costs of the Borrower's project for improving the technical and managerial training programs and capabilities of the Public Service Ministry and, through said Ministry, the training programs and capabilities of the other developmental ministries and related training institutions ("Project").

The loan shall be subject to the following terms and conditions:

1. Interest and Terms of Repayment: Borrower shall repay the loan to the Agency for International Development ("A.I.D.") in United States dollars within forty (40) years from first disbursement under the loan, including a grace period not to exceed ten (10) years. The Borrower shall pay interest to A.I.D. in United States dollars on the disbursed balance of the loan of two (2) percent per annum during the grace period and three (3) percent per annum thereafter.

2. Other Terms and Conditions:

a) Except for marine insurance and ocean shipping, goods and services financed under the loan shall have their source and origin in Guyana or any country included in Code 941 of the A.I.D. Geographic Code Book. Marine insurance financed under the loan shall have its source and origin in Guyana or any country included in Code 941 of the A.I.D. Geographic Code Book, provided however, that such insurance may be financed under the loan only if it is obtained on a competitive basis and any claims thereunder are payable in convertible currencies. Ocean shipping financed under the loan shall be procured in any country included in Code 941 of the A.I.D. Geographic Code Book.

- b) United States dollars utilized under the loan to finance local currency costs shall be made available pursuant to procedures satisfactory to A.I.D.
- c) Prior to the issuance of any commitment document or any disbursement under the loan, the Borrower shall:
- (i) Submit an implementation plan, satisfactory in form and substance to A.I.D., covering each component of this project, showing, as appropriate, interrelationship with and priority relative to other components.
 - (ii) Submit evidence of a commitment, satisfactory in form and substance to A.I.D., that all funds, in addition to the loan, necessary for carrying out the project will be provided in a timely manner.
- d) Prior to the issuance of any commitment document or any disbursement under the loan for the purchase of equipment, the Borrower shall, except A.I.D. may otherwise agree in writing, furnish to A.I.D. a list of all equipment to be financed by the loan, in form and substance satisfactory to A.I.D.
- e) The Borrower shall covenant to support the project through budget allocations to the Public Service Ministry in amounts sufficient to accomplish the purposes of the project in conformance with the time-phased plan.
- f) The Borrower shall covenant to continue to provide satisfactory assurances, through its existing bonding requirement, that personnel trained overseas will return to serve in Guyana for a specified period of time commensurate with the amount of training provided.
- g) The Borrower shall covenant to undertake with A.I.D. a joint review of the project annually or at such interim times as may be agreeable to both parties to determine the adequacy of progress in achieving the project goals and to determine the necessity to revise the training needs analysis, strategy and programs.
- h) The loan shall be subject to any other terms and conditions as A.I.D. may deem advisable.

ANNEX VI

I. TABLES

A. ECONOMIC AND BUDGETARY TABLES

1. Economic Data
2. Total GDP Per Capita (1969-1974)
3. GDP by Sector of Origin (1969-1974)
4. Central Government Capital Investment Expenditure
5. Comparison of Annual Budget -
Expenditures of Various Ministries
6. Central Government Finances (1969-1975)
7. Total GOG Public Sector Training Budget by
Programs (1969-1975)
8. Summary Amortization Schedule of Guyanese External
Debt
9. Guyana Urban Consumer Price Index
10. Gross Domestic Product at Factor Cost (1969-1974)
11. Cash Flow Statement of the Public Service
Ministry (1969-1974)

Table 1

GUYANA
ECONOMIC DATA
(Figures in 000 except GDP per capita 1974)

Total population 1974 ^{1/}	790
Urban population as % of total	29%
Population growth 1969-1974	2.5% ^{2/} per yr.
Gross Domestic produce 1974	G\$ 835,000
GDP per capita 1974	1,065
 Major components of GDP (1974):	
Agriculture	252,000
Mining	118,000
Construction	50,000
Manufacturing ^{2/}	114,000
Government	130,000
Other	171,000
 GDP yearly growth rate:	
Current prices (1969-1974)	45.2%
Constant prices (1969-1974)	16.2%
 Government revenues as % of GDP (1974)	 38.4%
Government expenditures as % of GDP (1974)	44.0%

^{1/} Estimate based on 1970 census and projections

^{2/} Includes processing of sugar and rice

SOURCE: Bank of Guyana and Ministry of Economic Development

Table 2

TOTAL GDP PER CAPITA 1969-1974
(G\$ millions)

	<u>CURRENT PRICES</u>		<u>CONSTANT 1970 PRICES</u>		<u>TOTAL YEARLY</u>
	<u>GDP</u>	<u>Per</u> <u>Capita</u>	<u>GDP</u>	<u>Per</u> <u>Capita</u>	<u>POPULATION (000)</u>
1969	438.0	629	450.6	647	696
1970	467.4	655	467.4	655	714
1971	495.2	677	481.1	657	732
1972	529.3	705	472.8	630	750
1973	576.0	749	475.8	619	769
1974	835.0	1057	551.9	700	790

SOURCE: Bank of Guyana

USAID/G 4-75

Table 2

GDP BY SECTOR OR ORIGIN

1970 - 1974
(G\$ million)

	<u>CURRENT PRICES</u>					<u>CONSTANT 1970 PRICES</u>				
	<u>1970</u>	<u>1971</u>	<u>1972</u>	<u>1973</u>	<u>1974</u>	<u>1970</u>	<u>1971</u>	<u>1972</u>	<u>1973</u>	<u>1974</u>
<u>TOTAL</u>	467.2	485.4	529.3	575.0	835.0	467.2	481.1	472.8	475.8	551.9
Agriculture	90.1	101.7	104.2	105.4	252.0	<u>1/</u> 90.1	95.9	107.3	112.4	180.0
Mining <u>2/</u>	95.5	90.7	89.7	84.6	118.0	95.5	97.9	113.2	99.3	125.3
Manufacturing <u>3/</u>	56.9	61.3	63.9	66.2	114.0	56.9	59.3	62.2	64.3	93.6
Construction <u>4/</u>	36.8	38.6	42.7	47.9	50.0	36.8	38.6	40.6	42.0	39.4
Other	187.9	203.1	228.8	270.9	301.0	<u>5/</u> 187.9	189.4	149.5	157.8	113.6

1/ 1974 Agriculture includes sugarcane 175.0, rice 29.0, other crops 19.5, livestock 14.0, forestry 7.0, and fishing 7.5.

2/ Includes quarrying.

3/ Includes processing of sugar and rice.

4/ Includes engineering.

5/ 1974 other includes Government (Savings/wages) 130.0, distribution 72.0, transport/communications 38.5, rent of dwellings 13.5, financial services 23.5 and other 23.5.

SOURCE: Bank of Guyana

USAID/G 4-75

Table 4

CENTRAL GOVERNMENT CAPITAL INVESTMENT EXPENDITURE*

1969 - 1974
(G\$ million)

	<u>Total</u> <u>Expenditures</u>	<u>Total Fixed</u> <u>Investment</u>	<u>Invest. as</u> <u>% of Total</u> <u>Expenditures</u>	<u>Capital</u> <u>Transfers</u>
1969	151.8	37	24.4	.7
1970	175.8	43	24.5	1.9
1971	194.7	53	27.2	1.9
1972	209.0	53	25.4	2.6
1973	313.0	76	24.3	11.2
1974	367.7	95	25.8	13.6

* Excludes (1) Capital transfers to other sectors; and
(2) Capital expenditures of decentralized
agencies/government corporations.

Source: Bank of Guyana

USAID/G 4-75

Table 5

COMPARISON OF ANNUAL BUDGET EXPENDITURES OF VARIOUS MINISTRIES

1969 - 1974
(G\$ 000)

<u>MINISTRY</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>	<u>1972</u>	<u>1973</u>	<u>1974</u>
Public Service	0.7	0.7	0.6	0.7	1.1	1.5
Economic Development	3.4	3.7	4.7	5.3	5.8	20.2
Agriculture	11.5	13.0	24.2	23.6	33.6	36.9
Health	10.2	11.9	11.5	13.3	18.2	22.6
Housing	2.2	2.4	1.6	1.6	1.8	3.3
Labor	4.5	4.0	4.1	4.6	4.8	5.2
Trade	0.6	0.8	0.3	0.6	3.1	13.9
Works & Communications	36.6	49.0	39.1	39.7	48.8	58.1
Foreign Affairs	2.2	3.3	3.2	3.9	6.7	8.0
Cooperatives & National Mobilization	-	2.4	2.7	4.2	6.4	5.7
Energy & Natural Resources	1.7	1.8	1.4	2.6	5.0	3.5
Finance	30.9	34.8	41.3	55.6	82.1	82.5
Other Ministries	47.3	48.0	59.7	53.3	95.6	106.3
Total	151.8	175.8	194.7	209.0	313.0	367.7

SOURCE: Budget Estimates and Bank of Guyana Annual Reports

USAID/G 4-75

Table 6

CENTRAL GOVERNMENT FINANCES

1971 + 1974
(G\$ million)

	<u>1971</u>	<u>1972</u>	<u>1973</u>	<u>1974</u>
A. <u>REVENUE TOTAL</u>	129.1	152.7	164.0	320.4
1. <u>DOMESTIC REVENUE</u>	125.4	152.4	160.8	319.3
a) Income Taxes	42.9	59.9	57.1	79.0
b) Consumption Taxes	6.6	10.2	16.8	37.5
c) Customs & Excise	52.2	53.2	48.4	147.7
d) Profits Fiscal monopolies	-	-	-	-
e) Other Tax revenues	7.6	9.3	10.5	25.9
f) Received: Gov't. enterprises	3.8	7.3	15.1	12.8
g) Other non-tax receipts	12.3	12.5	12.9	16.4
2. <u>FOREIGN GRANTS</u>	3.7	0.3	3.2	1.1
a) U.S. Government, etc.	3.7	0.3	3.2	1.1
B. <u>EXPENDITURES TOTAL</u>	195.5	209.0	313.0	367.7
1. <u>CURRENT</u>	134.7	152.6	225.0	260.8
a) Law & Order	11.2	11.3	18.3	17.7
b) General Admin.	27.8	30.4	43.3	48.7
c) Economic Development	5.3	5.9	6.6	10.0
d) Medical	10.7	12.2	16.6	21.5
e) Education	20.0	24.5	33.9	40.7
f) Other social services	6.5	6.3	9.0	9.7
g) Posts & Telecommunications	3.1	2.9	4.3	4.8
h) Debt charges	18.3	25.3	47.8	53.6
i) Public works	16.2	18.2	21.9	23.8
j) Defence	6.1	7.0	12.4	15.1
k) Pensions	6.2	6.3	5.8	8.4
l) Other	3.3	2.3	5.1	6.8

Table 6 - continued

<u>CENTRAL GOVERNMENT FINANCES</u>				
<u>1971 - 1974</u>				
<u>(G\$ million)</u>				
	<u>1971</u>	<u>1972</u>	<u>1973</u>	<u>1974</u>
2. <u>CAPITAL</u>	<u>60.8</u>	<u>56.4</u>	<u>88.0</u>	<u>106.9</u>
a) Agriculture	12.7	12.7	20.1	20.9
b) Education	5.5	4.4	8.7	12.8
c) Health	0.2	0.4	1.2	0.3
d) Communications	12.5	5.1	14.6	14.1
e) Forestry	-	0.2	0.3	0.1
f) Public Works	14.1	12.5	14.8	16.0
g) Credits	4.1	10.3	10.5	12.3
h) Housing	0.2	0.5	0.7	2.7
i) Other	11.5	10.3	17.1	27.7
<u>C. DEFICIT OR SURPLUS</u>	<u>-63.4</u>	<u>-56.3</u>	<u>-149.0</u>	<u>-47.3</u>
<u>D. FINANCING THE DEFICIT</u>	<u>+69.8</u>	<u>+59.1</u>	<u>+152.7</u>	<u>+44.3</u>
1. <u>DOMESTIC SOURCES</u>	<u>45.0</u>	<u>39.1</u>	<u>111.6</u>	<u>- 9.5</u>
a) Central Bank	- 0.8	3.1	65.8	-60.9
b) Other	45.8	36.0	45.8	51.4
2. <u>FOREIGN BORROWING</u>	<u>24.8</u>	<u>20.0</u>	<u>41.1</u>	<u>53.8</u>
a) U.S. Government	13.7	8.4	5.3	4.7
b) U.K.	6.1	6.6	0.6	3.6
c) Canada	4.2	-	-	1.0
d) Other	0.8	5.0	35.2	44.5

SOURCE: Bank of Guyana Annual Reports

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Table 7

TOTAL G.O.G. PUBLIC SECTOR TRAINING BUDGET

BY PROGRAMS

1974-1976 (G\$ 000)

<u>MINISTRY</u>	<u>1974 Expenditures</u>	<u>1975 Budgeted</u>	<u>1976 Proposed</u>
Public Service	1,192	3,539	4,000
Economic Development	-	3	4
Agriculture	-	-	-
Health	200	524	629
Labor	-	-	-
Trade	-	-	-
Works & Housing (Comm.)	-	-	-
Works & Housing (Works)	6	20	24
Works & Housing (Housing)	-	-	-
Foreign Affairs	-	3	4
Cooperatives and National Mobilization	3	8	10
Energy and Natural Resources	-	5	6
Finance	1	4	5
Other Ministries	87	272	327
Total	<u>1,489</u>	<u>4,378</u>	<u>5,009</u>

Source: Public Service Ministry

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Table 8

SUMMARY AMORTIZATION SCHEDULE OF
GUYANESE PUBLIC DEBTS ^{1/}
(G\$000,000)

<u>CREDITORS</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>	<u>1972</u>	<u>1973</u>	<u>1974</u>
<u>U.S.</u>						
AID	-	-	-	-	0.2	0.2
ExImBank	-	-	-	-	-	0.8
PL 480	-	-	-	-	-	-
Other	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Sub-total USG	-	-	-	-	0.2	1.0
Banks	-	-	-	-	-	-
Non-banks	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Sub-total U.S. Private						
<u>IBRD</u>	0.3	-	-	-	0.2	0.3
Alcan	-	-	-	-	4.6	1.5
Eurodollar	-	-	-	-	-	3.1
<u>THIRD COUNTRY</u>						
U.K.	3.2	2.2	2.1	3.4	3.9	4.1
Canada	-	-	-	-	-	-
Other (Contractor Finance)	0.4	0.2	-	-	-	-
	<u>0.4</u>	<u>0.2</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Sub-total	-	-	-	-	-	-
<u>GRAND TOTAL</u>	<u>3.9</u>	<u>2.4</u>	<u>2.1</u>	<u>3.4</u>	<u>8.9</u>	<u>10.0</u>

^{1/} This table does not show IMF or short-term commercial bank loans

SOURCE: Bank of Guyana

USAID/G 4-75

Table 9
GUYANA URBAN CONSUMER PRICE INDEX
1970=100

PERIOD	ALL ITEMS INDEX	Sub-Group Indices			
		FOOD ¹⁾	CLOTHING	HOUSING ²⁾	MISCELLANEOUS
1970	100.0	100.0	100.0	100.0	100.0
1971	101.0	101.2	104.8	100.4	100.0
1972	106.0	110.1	107.2	100.5	105.1
1973	114.0	123.3	119.9	100.8	111.3
1974	133.9	155.9	138.8	107.3	-
1973 Jan	110.5	116.6	115.7	100.6	110.0
Feb	111.2	118.2	115.8	100.6	110.0
Mar	111.8	119.4	115.9	100.6	110.0
Apr	112.1	120.2	116.6	100.6	110.1
May	112.2	120.2	117.3	100.6	110.1
June	111.6	118.8	117.6	100.6	110.1
July	113.1	121.4	121.0	100.6	110.3
Aug	113.4	122.0	121.0	100.6	110.3
Sep	114.9	124.9	122.4	100.6	110.3
Oct	116.8	128.7	124.5	100.6	110.3
Nov	118.7	131.9	124.6	100.8	110.3
Dec	112.2	137.7	126.1	103.1	110.3
1974 Jan	126.5	143.8	130.1	104.6	121.2
Feb	128.6	148.5	130.6	104.9	121.2
Mar	129.2	149.4	131.0	105.1	121.2
Apr	130.7	152.6	132.2	105.4	121.5
May	132.7	156.7	136.7	104.9	121.5
June	134.5	158.4	138.6	105.8	125.1
July	134.9	158.4	141.2	105.9	125.6
Aug	136.3	159.2	142.9	108.5	125.8
Sep	137.1	158.6	143.9	109.7	129.4
Oct	137.6	159.8	144.6	109.7	129.4
Nov	138.5	161.3	146.5	109.7	129.5
Dec	140.7	163.7	147.1	113.1	129.6

1) Includes Beverages and Tobacco

Source: Statistical Bureau

2) Includes Rent Fuel and Light

Table 10

<u>GROSS DOMESTIC PRODUCT AT FACTOR</u>						
<u>COST (1969-74) (G\$000,000)</u>						
	<u>1969</u>	<u>1970</u>	<u>1971</u>	<u>1/</u> <u>1972</u>	<u>1/</u> <u>1973</u>	<u>2/</u> <u>1974</u>
<u>TOTAL</u>	438.3	467.2	495.4	529.3	575.0	835.0
<u>Agriculture</u>						
Sugar	44.7	42.8	54.3	56.7	49.8	175.0
Padi	10.3	13.2	11.2	9.1	11.8	29.0
Other Agriculture	13.5	13.7	14.5	15.2	17.7	19.5
Livestock	9.9	10.2	11.3	11.7	13.3	14.0
Fishing	4.9	5.1	5.4	5.9	6.8	7.5
Forestry	5.5	5.1	5.0	5.6	6.0	7.0
Mining & Quarrying	86.0	95.5	90.7	89.7	84.6	118.0
<u>Processing</u>						
Sugar	15.7	15.0	19.1	19.9	17.4	60.0
Rice	2.7	3.8	3.2	2.1	3.9	7.5
<u>Manufacturing</u>						
Food, Drink, Tobacco	17.4	18.4	18.1	19.5	20.7	22.0
Other Manufacturing	16.8	19.7	20.9	22.4	24.2	24.5
Distribution	52.3	53.5	54.5	58.7	64.4	72.0
Transport & Communications	27.3	27.7	29.8	32.8	35.3	38.5
Engineering & Construction	35.4	36.8	38.6	42.7	47.9	50.0
Rent	10.3	10.8	11.3	11.9	12.5	13.5
Financial Services	13.4	16.3	18.4	19.1	22.0	23.5
Other Services	17.0	17.7	19.1	19.7	21.7	23.5
Government	55.2	61.9	70.0	86.5	115.0	130.0

1/ Not yet final.

2/ Very provisional. Subject to substantial revision.

Sources: 1. Statistical Bureau for the years 1969-1971
2. Bank of Guyana estimates for the later years.

Table 11

CASH FLOW STATEMENT OF THE PUBLIC SERVICE MINISTRY

1969 - 1974
(G\$ 000)

<u>A. General Budget Expenditure</u>	1969	1970	1971	1972	1973	1974
Personnel Emoluments	204	231	233	228	290	333
Materials & Miscellaneous	7	4	3	3	3	4
Other Operations	15	19	13	26	28	43
Other Current Expenditures	26	30	61	20	45	24
Capital Investments	416	467	543	436	705	1,192
Total	<u>664</u>	<u>751</u>	<u>853</u>	<u>713</u>	<u>1,071</u>	<u>1,596</u>
<u>B. External Assistance</u>						
1. U.S.	33	38	40	45	50	42
2. U.K.	64	70	85	99	125	142
3. Canada	52	68	75	90	87	108
4. Other agencies	106	128	141	162	221	240
Total	<u>265</u>	<u>304</u>	<u>341</u>	<u>396</u>	<u>483</u>	<u>532</u>
Grand-Total	<u>929</u>	<u>1,055</u>	<u>1,194</u>	<u>1,109</u>	<u>1,554</u>	<u>2,128</u>

SOURCE: Public Service Ministry

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ORGANISATION OF THE GOVERNMENT OF GUYANA

THE PRESIDENT

THE NATIONAL ASSEMBLY

THE PRIME MINISTER & THE CABINET

THE COURT OF APPEAL

THE HIGH COURT

MAGISTRATES' COURT

OTHER CONSTITUTIONAL ACTIVITIES

THE OMBUDSMAN
THE DIRECTOR OF PUBLIC PROSECUTIONS
THE ELECTIONS COMMISSION
THE NATIONAL SERVICE COMMISSION
THE PUBLIC SERVICE COMMISSION
THE POLICE SERVICE COMMISSION
THE DIRECTOR OF ADULT

MINISTRIES, DEPARTMENTS, CORPORATIONS, ETC.

Table 1

<p>PUBLIC SERVICE MINISTRY Administrative Organisation Public Service Personnel, Administration matters (including Training) other than those for which the Public Service Commission is responsible Management Services</p>	<p>MINISTRY OF ECONOMIC DEVELOPMENT Economic Planning and Development Tourism Statistics Industry Amerindian Affairs Interior Development & Resettlement Regional Matters</p>	<p>MINISTRY OF FINANCE Budget Taxation Tax Incentives Monetary Policy Banking & Credit Exchange Control Government Accounting & Financial Control Government Lotteries</p>	<p>OFFICE OF THE PRIME MINISTER National Service Youth Development Security, Defence & Territorial Integrity Public Corporations</p>	<p>MINISTRY OF NATIONAL DEVELOPMENT</p>		
<p>MINISTRY OF TRADE & CONSUMER PROTECTION Trade & Commerce Supplies & Prices Import & Export Control Consumer Protection</p>	<p>MINISTRY OF INFORMATION & CULTURE Public Information Broadcasting (other than School Broadcasts) Archives Libraries Film Censorship Museum & Zoo Sport Cultural Affairs</p>	<p>MINISTRY OF LABOUR & SOCIAL SECURITY Labour Social Assistance National Insurance</p>	<p>MINISTRY OF HOME AFFAIRS Maintenance of Public Safety & Order Fire Protection Prisons Immigration Public Holidays National Registration elections Legislature Issue of Marriage Licences Registration of Births & Deaths & Marriages Indian Immigration Affairs Administration of Road Traffic</p>	<p>MINISTRY OF FOREIGN AFFAIRS & JUSTICE Foreign Affairs Caribbean Community Affairs Legal matters (other than Criminal Prosecutions) Registration of Deeds & Documents Land Registration</p>	<p>MINISTRY OF WORKS & HOUSING Housing Physical Planning Roads (Design, Maintenance & Construction) Government Buildings (including Quarters & their allocation) Water Resources, water supply & waste, water disposal Electrical inspection Procurement of General Supplies Postal services Government Transport Services Shipping & Harbour Services Civil Aviation Telecommunications Licensing of motor buses, hire cars & goods vehicles</p>	<p>MINISTRY OF EDUCATION & SOCIAL DEVELOPMENT Education & Examinations, Scholarships & Training (other than for the Public Service) Adult Education, Post- Secondary Education, Loans to Students Schools Broadcasts Student Advisory Services Welfare Probation, Approved Schools Boarding Homes, Dorms, After-care of Offenders</p>
<p>MINISTRY OF PARLIAMENTARY AFFAIRS Parliamentary Affairs Matters relating to the business of the Government in Parliament Political Affairs</p>	<p>MINISTRY OF ENERGY & NATURAL RESOURCES Hydro-power, Mines Forestry, Geological Surveys, Internal Power Guyana Timber, Export Board</p>	<p>MINISTRY OF CO-OPERATIVES & NATIONAL MOBILISATION Co-operative & Friendly Societies Cooperativity Development Municipalities Local Authorities District Administration</p>	<p>MINISTRY OF HEALTH Medical & Health Services The Kelco</p>	<p>MINISTRY OF AGRICULTURE Agriculture, Fisheries Animal Health, Land Development, Lands Rice Manufacture & Marketing, Drainage & Irrigation Sea Defence</p>		

PUBLIC SERVICE MINISTRY

Table 2.

PERMANENT SECRETARY

DEPUTY PERMANENT SECRETARY

TRAINING ADVISER

PERSONNEL DIVISION

CHIEF PERSONNEL OFFICER	- 1
PRINCIPAL PERSONNEL OFFICERS	- 2
PRINCIPAL ASSISTANT SECRETARY	- 1
ASSISTANT SECRETARIES	- 5
ADMINISTRATIVE ASSISTANTS	- 6
SENIOR CLERK	- 1
RECORDS SUPERVISOR	- 1
RESEARCH OFFICER	- 1
ACCOUNTS CLERK II	- 2
CLERK II (GENERAL)	- 6
SENIOR MESSENGER	- 1
STENOGRAPHERS	- 5
TYPIST/CLERKS	- 3
MESSENGERS	- 2

MANAGEMENT SERVICES DIVISION

CHIEF MANAGEMENT SERVICES OFFICER	- 1
PRINCIPAL MANAGEMENT SERVICES OFFICERS	- 2
SENIOR MANAGEMENT SERVICES OFFICER	- 1
MANAGEMENT SERVICES OFFICERS	- 8
SYSTEM ANALYST	- 1
PROGRAMMERS	- 2
TRAINEE PROGRAMMERS	- 1
PROGRAMMERS ASSISTANT	- 1
E.D.P. III	- 1
DATA CODERS	- 8

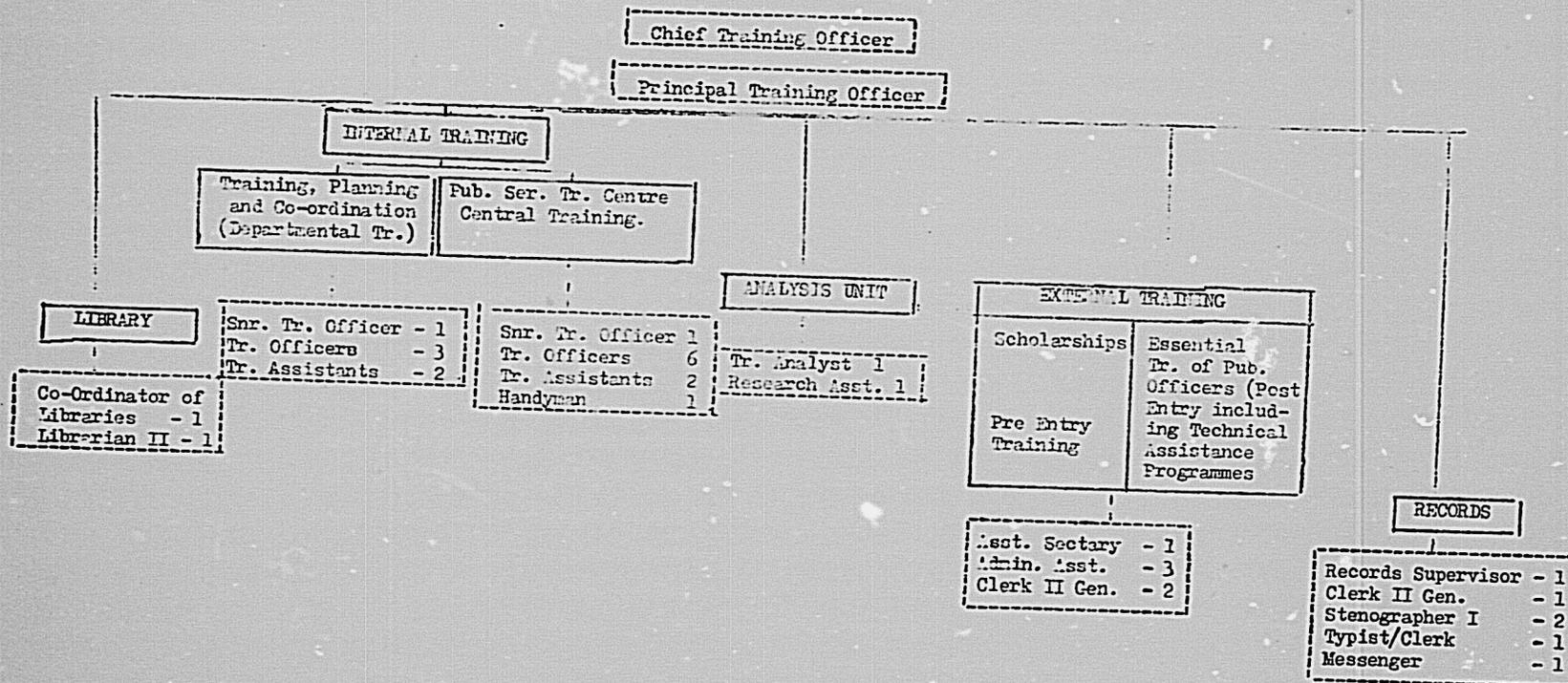
TRAINING DIVISION

CHIEF TRAINING OFFICER	- 1
PRINCIPAL TRAINING OFFICER	- 1
SENIOR TRAINING OFFICERS	- 2
ASSISTANT SECRETARY	- 1
TRAINING ANALYST	- 1
TRAINING OFFICERS	- 9
ADMINISTRATIVE ASSISTANTS	- 3
CO-ORDINATOR OF LIBRARIES	- 1
RESEARCH ASSISTANT	- 1
RECORDS SUPERVISOR	- 1
TRAINING ASSISTANTS	- 4
CLERK II (GENERAL)	- 3
LIBRARIAN II	- 1
STENOGRAPHERS I	- 2
CLERK/TYPIST I	- 1
HANDYMAN	- 1
MESSENGER	- 1

PUBLIC SERVICE MINISTRY

TRAINING DIVISION

Table 2 (cont'd)



ANNEX VIII

RESUME OF THE MARLAR-MULLIGAN REPORT,
TRAINING FOR THE PUBLIC SERVICE IN GUYANA - 1973
(A SUB-SECTOR ASSESSMENT)

INTRODUCTION

This is a report on the present state of public service training in Guyana with recommendations for its improvement. The report was prepared jointly under USAID contract from September-December 1973 by Irvin F. Marlar, formerly Chief of Civilian Training, U. S. Department of the Army and J. Kenneth Mulligan, formerly Director, Bureau of Training, U. S. Civil Service Commission, with the cooperation and direct participation of the Staff of the Training Division, Public Service Ministry of Guyana. The basic purpose of the report was to be a base line analytical and planning document for the proposed Public Sector Manpower Training Loan and to assist the GOG in the management of its national training effort.

I. ANALYSIS OF THE BACKGROUND AND CURRENT SITUATION

In order to address the country's national development needs, the Ministry of Economic Development has drafted the "Second Development Plan, 1972-1976" (which has become a rolling plan) for economic, social and political development that will make maximum use of the agricultural, mineral, fishery and forest resources. Toward the implementation of that plan the government is now intensively examining ways and means of improving government performance. The critical role that training for the public service will play in this endeavor is the subject of this study.

The need for, and the relevance of public service training for improved governmental performance is not being newly discovered in Guyana. Its earlier history has been well reported in a series of studies and reports which are summarized in the annexes (to the report).

Highlights of that history are:

(1) Early decisions to make training available (largely overseas) to Guyanese to replace expatriates in the upper levels of the civil service;

(2) the establishment of the conditional scholarship scheme for the training and education of Guyanese to enter the public service;

(3) the establishment, in 1964, of the Public Service Training Center;

(4) the increasing support, financial and technical, given to these efforts by friendly donor countries and by the United Nations and its agencies; and

(5) the establishment of the Public Service Ministry in 1967 and the incorporation of the training activities into it as a major aspect of personnel management.

The growth, scope, and quality of the overseas training programs are impressive--indeed, an observer noted early that among all developing countries Guyana led in the number of well educated upper level public servants. Central to this program has been the Conditional Scholarship program, providing undergraduate scholarships to suitably qualified applicants willing to enter into an agreement to serve the Government of Guyana for a period of five years. "Benefits under the awards include the payment by the Government of Guyana of the cost of passage (if necessary) to and from the place of study, tuition, examination and other university fees, outfit (if necessary) and maintenance allowances, expenses incurred on books, equipment (limited) and essential traveling in connection with course of studies." The awards are "conditional" upon the beneficiary complying with the five-year agreement; financial sanctions are imposed to enforce the agreement. The cost of this program has steadily mounted: from \$77,826 in 1965, to \$273,102 in 1968; to \$439,570 in 1971, to \$410,000 in 1972^{1/}. Under this program almost all of the scholars have attended schools in the United Kingdom, the United States, Canada, or the West Indies.

Another significant aspect of the training program has been the use made over the years of training and educational offers made by donor countries and U. N. agencies under the External Training Program (which totaled \$454,000 for the nine month period January-September 1973).

The United States, through USAID, has contributed significantly to overseas training and education for Guyanese public servants. Over a six year period (1968-1973) over \$533,476 (U. S.) has been expended in behalf of over 219 participants. (Not including 57 participants who were still in university agricultural training at the time the study was conducted.)

^{1/} Monetary amounts are in Guyanese dollars
(US\$ 1.00 = G\$ 2.15) unless otherwise indicated.

By years the amounts were: 1968--\$153,266; 1969--\$39,425; 1970--\$99,776; 1971--\$117,259; 1972--\$109,150; and in 1973--\$14,600. (U. S. dollar amounts) By fields of training agriculture was first with 123 trainees, followed by public safety with 28, public administration with 25, and labour with 11. The data shows that only 16 of the trainees were in academic training lasting more than one year; 15 were in short observation training of about 6-8 weeks duration; and the remainder were in on-the-job or specialized programs of a duration between two months to a year.

Although these programs have had significant impact on the quality of government performance, there has been a growing realization that in the long run greater reliance should be placed on in-country training. Accordingly, there has been established over the years a number of local institutions which contribute to the resource base for the training of public servants. Most of these institutions are not primarily focused on the training of public servants at the levels and in the functions which are the object of this study, but most do offer services which are or could be related to these purposes. Some are private, some public; curricula are generally technical, but some are professional or administrative; most receive some subvention from the government. There is a growing concern that among them roles need to be more sharply defined and rationalized to avoid competition and duplication and to achieve maximum utilization.

At the center of these in-country activities, although usually only peripherally related to them, is the Training Division of the Public Service Ministry. The evolution of its functions, and the complexities of its relationships are described in some detail in the full report. In general it is responsible for:

- (1) In-service training for all classes of the public service, both locally and overseas (but only nominally, if at all for some professional groups, such as teachers and nurses);
- (2) the administration of scholarships offered by the Government and donors (but in collaboration with the Ministry of Education);
- (3) assisting Ministries and Departments with their staff training programs; and
- (4) "Seeking generally to promote, co-ordinate and facilitate training throughout the Public Service."

In fact, apart from its role in the administration of overseas training and scholarships, its principal activity, as the Public Service Training Center, has been the development and conduct of short in-service training courses for the public service. This program, established after United Nations consultation in 1964, thrived initially and for several years after its incorporation into the Public Service Ministry. For the last three years, however, there has been a notable decline in the delivery of training programs.

The basic reasons for this decline are not immediately apparent, although, depending on the source of the analysis, varied causes are advanced. These include the failure of top level support; the inability of the institution to compete for resources and with newer and more "glamorous" priorities; intermittent leadership; the subordination of the training function in the Public Service Ministry, which has had problems in establishing its own role; and organizational and personality conflicts. What is apparent is that staffing has been insufficient, quantitatively and qualitatively; training facilities and equipment have been inadequate; and basic policy decisions concerning directions, role, and organization have been deferred. Staff have frequently been re-deployed to other "more urgent" business-- a phenomenon which is pervasive in a government short of skilled manpower in a hurry to move the country forward on many fronts, all having their day as "top priority." Specific attention will be given to these questions in other parts of this report.

There has also developed, in several ministries and departments, in-service training programs geared to the specialized needs of the staff of those work units: the Police Training School; the Post Office Training School; the Schools of Nursing in the Ministry of Health; and the Customs and Excise Training School. These schools have been initiated and have operated over the years, sometimes with donor country assistance, but with support liaison from the Training Division. They exemplify, however, the feasibility and desirability of operating specialized training within the ministries. The Police Training School, the most ambitious, in 1972 trained 763 participants with five trained instructors in seven classrooms.

Presently more significant as sources for specialized in-service training are several institutions created in response to high priority sectoral demands, operated by the government as "colleges." These include: the newly established KURU KURU Co-operative College in the Ministry of Co-operatives and Community Development; the Guyana School of Agriculture in the Ministry of National Development and Agriculture; and the

teacher training institutions in the Ministry of Education. While these institutions are not concerned exclusively with in-service training, their output is largely for the public sector and they are used by the government for a variety of in-service training activities. It should be noted, however, that they operate without reference to any overall scheme for the development and coordination of a network of training resources to accomplish the in-service training needs of the government. There is no systematic effort to identify opportunities for the coordinated utilization of facilities, teaching materials, and staff. The Training Division in the Public Service Ministry has been able to develop only a casual and perfunctory relationship with them, although their resources dwarf those available to the Training Division.

Another category of resources related to public service training needs are the technical schools or institutes operated by the government, including the Georgetown Technical Institute, the Government Technical Institute at New Amsterdam, and the Guyana Industrial Training Center. Although these institutions are primarily pre-vocational trade schools, they receive government support and are attended by public servants. The Georgetown Technical Institute includes in its curriculum sub-professional education and training in office skills.

Privately operated, but with financial aid and utilization by the government are the Crichtlow Labour College and the Carnegie School of Home Economics. The former, primarily concerned with trade union education, is nevertheless a resource for the training of public servants in the field of labor relations.

There are seventeen state corporations operating under the general coordination and administrative management of GUYSTAC, which performs for the state corporations functions roughly analogous to those performed by the Public Service Ministry for government departments and ministries. A training director on the staff of GUYSTAC is now compiling data and making plans for a coordinated approach to training among the state corporations. The state corporations operate in such fields as electricity, rice production and marketing, exports, and bauxite production. The largest state corporation, GUYBAU, formed when a large part of the bauxite production resources were nationalized, has extensive and sophisticated employee training facilities, from the trade school level to management development programs.

In the private sector the most significant training activity is that operated by Booker Estates, which operates a carefully designed training program from the trades apprentice level to top management. For the middle and upper professional and managerial levels, systematic use is made of overseas and in-country programs tailored to the progression of staff, technical and managerial, through the ranks.

The University of Guyana, established in 1963, while primarily concerned with pre-entry education, has been a valuable asset for public service training, partly because its educational delivery has been in the evenings during non-work hours. Of particular relevance, for example, is a Diploma Course in Public Administration, subsidized directly by the government, which, over a six year period through 1972, produced 37 Diplomates in Public Administration. Evening programs are also available in natural sciences, social sciences, education, various branches of engineering technology, business administration, and social work. A promising development is the decision to establish in 1974 a Department of Management which, in addition to its own faculty, will draw on the total resources of the University.

To summarize the background and current situation--there is an extensive experience in Guyana of public service training activity, frequently of high quality and initiated with great enthusiasm. There is a growing array of institutions, governmental and private, with relevant resources and competence. But in the last several years these activities have shown signs of deterioration in their quality and effectiveness, and in their lack of coordination and mutual support. Stimulated by the vigorous demands of the new development plan, there is now an awareness that central action needs to be taken to assess the present capacities and to maximize their effectiveness.

II. SUMMARY OF FINDINGS AND RECOMMENDATIONS

A. FINDINGS:

1. The most acute needs are in the area of managerial knowledge, skills and attitudes, horizontally across the government in the common general and specialized administrative classes, and vertically within functional work units managed by persons professionally and technically competent but lacking in managerial competence.
2. A second group of needs is in some professional and technical areas where lack of an adequate labor market base

and new programs combine to require a quick increase in the number and quality of junior and middle level professional and technical personnel.

3. Highly affirmative attitudes towards training are expressed, but in action the commitment is spotty; particularly centrally there is lack of evidence of positive commitment and support.

4. There is no scheme in operation for the systematic examination of training needs so that they can be sorted out by suitable training responses, differentiating as among overseas training, central training, departmental training, and training by other local institutions.

5. There is a backlog of reports, recommendations, studies, proposals replete with sound ideas on which authoritative decisions need to be made and action taken.

6. There is a growing battery of training resources, and educational institutions with training capacity, which needs to be coordinated and integrated into a national training program to achieve maximum utilization, unduplicated activity, and efficient delivery.

7. Training programs within ministries and departments need to be extended and encouraged.

8. Priorities within overseas training activity and supporting methodology need to be reconsidered in light of current personnel requirements and planned programs.

9. There is a general consensus that a greater share of training for the public service should be accomplished in Guyana, as contrasted to earlier reliance on overseas assignments; this does not imply a reluctance to accept outside assistance in the development of in-country training if related to Guyana circumstances.

10. Training activities need to be better coordinated at the policy level with other management functions of the Public Service Ministry, while retaining an autonomy for operational and day-to-day decision and action.

11. Staffing of the training function, centrally and in the ministries is inadequate, quantitatively and qualitatively.

12. Insufficient attention is given through periodic reporting and feedback to training progress, successes and accomplishments.

13. Decisions concerning training policy and activity, too long deferred, need to be made to permit forward progress.

B. RECOMMENDATIONS:

1. The Training Division of the Public Service Ministry needs to be reorganized along the lines described later in this report, to include the following major sub-units:

- (a) A Public Service Training Center to develop and deliver short-course training for common needs in general management and specialized management areas; and to model other courses for use in ministries and departments.
- (b) A Planning and Analysis Unit to assess needs, recommend priorities, develop annual training plan, evaluate and report results.
- (c) A Training Coordination and Consultation Unit to assist ministries and departments in the development of training programs.
- (d) An Overseas and Scholarships Unit to identify and facilitate selection of candidates for such training, locate suitable training resources, negotiate with donors, and monitor and evaluate such programs.

2. The Guyana educational system and the overseas scholarship program need to be modified to provide a more adequate labor market base for the government service.

3. The establishment of a National Training Council, representative of the public service, private sector and state corporations, chaired by the Public Service Ministry, with staff service from the Training Division, to: coordinate the development and utilization of training resources; analyze national training policies and programs; identify common training needs; prevent duplication and competition among training resources; make periodic assessments of emerging problems and progress; and make recommendations to the government concerning these matters.

4. Staffing of the Training Division and the training functions of the ministries needs to be improved in quality and quantity by aggressive recruitment, intensive in-country training, overseas assignments and fellowships, and on-site technical advisory service.
5. A practical and effective procedure for the periodic assessment of training needs, adapted from the present intensive effort, needs to be established, integrated with data available to the Public Service Ministry from its activities in job evaluation, organizational performance analysis, individual performance evaluation, and establishment control.
6. Training in ministries and departments needs to be increased and improved through active technical support from the Training Division and directed specifically at most urgent needs.
7. Criteria for selecting among various training alternatives need to be developed (overseas, in-country, etc.) and authoritatively and systematically applied.
8. Training facilities and logistics need to be improved by remodeling present quarters for the conduct of training and the relocation of other Training Division functions in closer proximity to other functions in the Public Service Ministry.
9. Training activities should be analyzed, evaluated and reported to identify successes and failures, and to provide systematic feedback to training users.
10. And finally, at an appropriate time, there should come from the highest levels of government a statement of policy and an affirmation of support concerning the high priority attached to training, with specific reference to the responsibilities and the authorities assigned to various parts of government in training matters.

N.B. The full report, Training for the Public Service in Guyana - 1973 and the attached annexes, provide more comprehensive analytical information and greater detail relative to findings and recommendations. Copies of the full report are available in Washington in the LA/DR and LA/CAR offices and in the AID Memory Bank. In Guyana, the USAID has copies, as well as the Government of Guyana.

ANNEX IX
RECOMMENDATIONS FOR TRAINING IN THE PUBLIC SECTOR
Taken from Marlar-Mulligan Study on
TRAINING FOR THE PUBLIC SERVICE

UNCLASSIFIED
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ANNEX IX
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Foreword

The charts which follow list specific training needs identified during the survey by review of position and personnel data and by discussion with senior staffs of the Government ministries and independent offices.

Charts A-1 and A-2 list Government-wide needs in managerial, administrative and staff support fields which extend across organizational lines; charts A-3 through A-21 list needs, by ministries and independent offices, in technical and professional fields which are generally peculiar to that ministry.

Columnar headings on the charts are defined as follows:

Position:- In connection with post-employment training the title of the position occupied by the serving officers to be trained.

In connection with pre-employment training, the title of the target position of the training.

Number: Estimated number to be trained in the years 1974-77.

Course of Study: Course title or brief description of subject matter.

Purpose: Reason training is needed - to enhance the capabilities of the present staff or to qualify candidates for employment.

Duration: Known or estimated duration of training, used as the basis for estimating costs and for developing training plans.

Training Resource: Medium or agency through which training normally would be accomplished.

Cost: Estimated cost of meeting total training need during the four-year period.

Funding Base: Designator which identifies the source of financial support - actual or potential - for the specific training venture.

ALL MINISTRIES AND INDEPENDENT OFFICES
(Supervisory and Management Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
¹ First Line Supervision	2,000	Basic Supervision	Upgrade quality of staff performance	2-3 weeks	PSM/TC and Ministries	\$50,000 (1 man yr.) 1 man yr.	In-service
² Middle-level Managers		General Management plus specialized subjects for selected groups	. .	1-3 weeks each subject	. .	\$12,500 (1/4 man yr.) 1/4 man yr.	. .
³ Sr. Executives		Principles of Executive Management	. .	open	. .	\$12,500 (1/4 man yr.)	. .

Comment

1. Training designed to introduce the new supervisor to his role and responsibilities in organizing and directing the work of others; communicating, controlling and motivating, maintaining discipline, training and developing subordinates, performance evaluation, etc. Estimated number to be trained does not include supervisory personnel in the school systems.
 2. Training designed to introduce personnel newly assigned to management functions - that is program design, development and implementation as distinct from day-to-day direction of ongoing work - to management theory and practices, and techniques and aids to management.
 3. Training for experienced, top-staff personnel in executive control and decision-making techniques.
- Note: Although skills exist within the present Government training staff to develop and present some of the training described above, it is wholly inadequate, from the point of view of numbers alone, to initiate the required programs.

ALL MINISTRIES AND INDEPENDENT OFFICES
(Administrative and Support Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
<u>General Administrative Offices</u>							
1Permanent Secretary	18	Functional & Organizational Responsibilities of the PS	To update PS in "state of the Art"	1 week	PSM/TC	\$12,500 (1/4 man year)	In-service
2Principal Asst. Sect. (General)	38 (20 vacant)	Administration & Management	PSM/TC
Asst. Sect. (General)	31 (5 vacant)						
Admin. Asst. (General)	19						
3General Admin. Personnel (all grades)	75 (estimate)	Diploma Program (Pub. Admin.)	Upgrade academic and professional base of serving officers	2 years	U. of Guy.		In-service (Guy. Ed. Syst.)

Comment

1. Refresher training for currently serving Permanent Secretaries - repeat periodically for newly appointed PS.
2. Short courses in functions and responsibilities - to clarify role and identify needs in individuals for additional specialized training - cost of expert assistance included in (1) above.
3. Diploma program. Numbers estimated on basis of age levels, total experience and prior education/training of currently serving personnel. Courses should be continued for newly appointed personnel in future.

(continued next page)

ALL MINISTRIES AND INDEPENDENT OFFICES

(Administrative and Support Personnel) p. 2

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
<u>Personnel Offices</u>							
1Sr. Personnel Officer Pers. Officer II	18 (5 vacant)	Govt. of Guyana Personnel Programs, Policies & Procedures	Upgrade qualifications of serving officers	2-4 weeks	PSM/TC	\$12,500 (1/4 man year)	In-service
2Personnel Officers (all grades)	15 (estimated)	Diploma Prog. (Personnel Admin.)	Upgrade academic and professional base of serving officers	2 years	U. of Guy.	. .	In-service (Guy. Ed. Syst.)

Comment

1. Short courses to clarify role and identify needs in individuals for additional special training.
2. Diploma program. Numbers estimated on basis of age levels, total experience and prior education/training of serving officers.

(continued next page)

ALL MINISTRIES AND INDEPENDENT OFFICES

(Administrative and Support Personnel) p. 3

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
<u>Accounting and Auditing Personnel</u>							
5 Permanent Asst. Sect. & Asst. Sect. (Finance)	12	Accountancy for Administrators	Qualify serving officers to cope with admin. aspects of financial programs.	2-4 weeks	PSM/TC	\$12,500 (1/4 man year)	In-service
6 Ch. Accountant & accountant (finance)	20	Accounting	Upgrade quality of staff performance.	2-4 weeks	. .	\$12,500 (1/4 man year)	. .
7 Accounting personnel (all grades)	20	Diploma Program (accounting)	Upgrade academic and professional base of serving officers.	2 years	U. of Guy.	In-service (Guy. Ed. Syst.)

Comment

5. Short course to clarify role of administrative personnel who work with financial aspects of programs and need familiarity with Government accounting procedures but do not need professional accounting.
6. Short course to clarify role and identify needs of individuals for additional special training.
7. Diploma Program - Number estimated.

(continued next page)

ALL MINISTRIES AND INDEPENDENT OFFICES
(Administrative and Support Personnel) p. 4

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
<u>Planning Personnel</u>							
1 Planning Personnel (all grades)	50 (estimate)	Project planning & evaluation	Upgrade capabilities of planning staff	4-6 weeks	PSM/TC	\$12,500 (1/4 man year)	In-service
2 Selected Personnel (all grades)	25 (estimate)	ADP application	Upgrade staff capabilities	2-4 weeks	. .	\$12,500 (1/4 man year)	. .
<u>Instructional Staffs</u>							
3 Selected Senior Personnel	50 (estimate)	Training Technology and Techniques of Instruction	Equip subject matter specialists as instructors.	2 weeks	. .		

Comment

1. Ministry of Economic Development proposes a course under joint Ministry/Training Center auspices for planning personnel with expert assistance by contract. The University of Bradford, U.K., has the capability to develop and present the course. Proposed for 1974.
2. ADP applications in a variety of fields - personnel, finance, agriculture, engineering, etc. are in being or planned. Ministry personnel must be familiar with its potentialities and applications.
3. Training for senior technical and administrative personnel in course design, preparation and presentation of training material, use of training aids, and instructional techniques. Cost included in cost of basic course for training officers (see Public Service Ministry).

MINISTRY OF INFORMATION AND CULTURE
(Professional and Technical Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
¹ Information Officer	11	Diploma Prog. (Communications)	Existing and Imminent vacancies	2 years	Univ. of Guyana		In-service (Guy. Ed. Syst.)
² Information Officer	3	Communication Theory and Practices	Upgrade present staff	13 weeks	UK/USA Canada	\$10,680	External
³ Archivist	3	B.Sc.Soc.Sc.	Qualify candidates to fill existing vacancies	4 years	USA/UK Canada	\$124,000	Scholarship
⁴ Archivist	3	Overseas Attachment	Qualify as Archivist - Training need is subject to obtaining trainees with basic (first degree) qualifications	3 weeks	USA/UK Canada	\$7,150	External

Comment

1. Diploma program.
2. Catch-up training for underqualified incumbants.
3. Scholarship program.
4. Follow-on training for 3, above.

MINISTRY OF HOME AFFAIRS
(Professional and Technical Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
1Prison Supt.	5	Prison Admin & Management	Training to provide for additional staff & retirements	3 mos.	UK/USA Canada	\$17,500	External
2Trades Instructor	20	Additional staff	6 mos.	6 mos.	Teacher trg. college	.	Pre-employment (Guy. Ed. Syst.)
3Statistician (Registrar)	1	B.Sc.Soc.Sc.	.	4 years	UK/USA Canada	\$31,000	Scholarships
4Statistician (Registar)	1	Registrar Statistics (Need subject to obtaining qualified trainee)	.	3 mos.	UK/USA Canada	\$3,400	External
5Station Officer	4 (1 per yr.)	Fire Dept. Admin.	Upgrade present staff to replace higher grade retirees	3 mos.	UK	\$14,000	External
6Sub Station Officer	5 (1 per yr.)	Basic Fire Fighting	Qualify to head sub-station crew	18 weeks	UK	\$20,000	External
7Section Leader	5 (per yr.)	Spec. Training (by attachment)	To meet skills requirements in specialized categories	6 mos.	UK	\$24,000	External

Comment

1. Advanced training to qualify subordinate staffmembers as replacements for planned retirements in senior staff.
2. Guyana needs program of trades training for prison inmates, has no instructor staff. Proposal here is for qualified journeymen to be giving training in instructional techniques.
3. Scholarship program.
4. Follow-on training to 3 above.
- 5-7. Technical training not obtainable within Guyar.

NATIONAL DEVELOPMENT AND AGRICULTURE
(Professional and Technical Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
¹ Agricultural Assistant	195 (50 per yr.)	Dip. in Agriculture	Current and expected vacancies	2 years	Guyana College of Agriculture	..	Pre-Employment (Guy. Ed. System)
² Agriculture Officer	60 (15 per yr.)	First (BSc.) degree in Agriculture	..	4 years	Univ. of West Indies	\$800,000	Scholarship Program
³ Fisheries Officer	8 (2 per yr.)	BSc Marine Biol.	..	4 years	UK/USA Canada	\$250,000	Scholarship Program
⁴ Vet. Med.	8 (2 per yr.)	BSc (Pre. Vet)	..	4 years	..	\$250,000	..
⁵ Agri. Engineer	8 (2 per yr.)	BSc Agri. Eng.	..	4 years	..	\$250,000	..
⁶ Sr. Agri Officers and Staff Specialists	20 (5 per yr.)	MA/PhD in Agri.	To upgrade staff	2 years average	..	\$330,000	External Training Program
⁷ Agri Officers & Assistants	Approx. 300	Agriculture Extension Services	..	8 weeks	Ministry w/ PSM/TC	\$100,000	In-service w/ expert assistance by contract

Comment

- 1-5. Pre-employment training - new staff and for present vacancies.
6. Post-grad specialist training in various fields - for long range improvement of national capability in agriculture.
7. Ministry negotiating with UNESCO/World Bank to finance physical plant and expert assistance.

(continued next page)

NATIONAL DEVELOPMENT AND AGRICULTURE (con't.)
(Professional and Technical Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
8 Technician Trainees	100 (25 per yr.)	Para. Vet. Course	Develop corps of sub-professionals to support Vet. Med. staff	9 months	Ministry/TC w/ Univ. of Guyana	\$300,000 2 man yr. each yr. 3 yr.	In-service w/ expert assistance by contract
9 Sr. Prof. Staff	12 (3 per yr.)	Short course refresher and attachments	Update staff in "state of the art"	Average of 2 weeks	UK/USA Canada	. .	External
10 Sr. Prof. Staff	60 (15 per yr.)	Agricultural Project Management (1 course per year)	Develop skills in identification, preparation and planning of agri. projects	2-4 weeks	PSM/TC w/ Ministry	\$25,000 (1/4 man yr. each yr. - 2 yrs.)	In-service (with expert assistance by contract)
11 Sr. Prof. Staff (Project Development Officers)	60 (15 per yr.)	Agricultural Economics for Planners (1 course per yr.)	. .	2 weeks	. .	\$25,000 (1/4 man yr. each year 2 yrs.)	. .

Comment

8. Proposed program to augment professional staff.
 9. Short-term refresher training - need is continuous.
 10-11. Proposed specialist training - expert assistance from overseas required to develop and present initially. Two man staff for 3 months each of first two years course is given.

MINISTRY OF ENERGY AND NATURAL RESOURCES
(Professional and Technical Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
1Scientific Specialists	4	BSc	<u>Forestry Dept.</u> To fill vacancies	4 years	UK/USA Canada	\$124,000	Scholarship Program
2Economist	1	Short courses in forestry econ.	Refresher to upgrade staff skills	12 weeks	. .	\$3,400	External Training Program
<u>Geological Survey and Mines</u>							
3Mining Engineer	12 (3 per yr.)	(Mining Engineering)	Anticipated new positions	4 years	UK/USA Canada	\$372,00	Scholarship Program
<u>Hydropower</u>							
4Engineer-Mechanical Elect. Civil	11 (3 per yr.)	BSc (Eng. Specialties)	Anticipated new positions	4 years	U WI	\$145,000	. .

Comment

1. Scholarship program.
2. Incumbant economist needs specialized training.
- 3-4. Scholarship program. Guyana policy restricts scholarship support for these engineering options to Univ. of West Indies.

MINISTRY OF ECONOMIC DEVELOPMENT
(Professional and Technical Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
¹ Statistical Officer (Stat. Bur.)	4	Dipoloma Program (Statistics)	Upgrade present staff	2 years	U. of Guyana . .		In-service (Guy. Ed. Syst.)
² Economist (Plans Div.)	7	Econ. project preparation & eval.	. .	4-6 weeks	PSM/TC	\$12,500 (1/4 man yr.)	In-service (w/ expert assistance by contract)
³ Sr. Econ.	3	Attachment (regional economics)	. .	2 weeks	selected Carribean country	\$3,400	External

Comment

1. Diploma program.
2. Catch-up training for current staff - Economic Development Unit, World Bank, has an appropriate course for local presentation.
3. Attachment to gain information on regional economics and systems.

Note: A number of Conditional Scholars are now majoring in statistics abroad - immediate needs of the Ministry for new personnel are therefore satisfied.

Note: Ministry recommends U. of Guyana degree program in Economics be revised to cover regional planning, project preparation and review and econometrics, as a means of reducing dependance on overseas scholarships.

OFFICE OF THE AUDITOR GENERAL
(Professional & Technical Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
1 Auditor	20	Pub. Admin Diploma (accounting)	Upgrade present staff	2 years	U. of Guyana . .		In-service (Guy. Ed. Syst.)
2 Principal auditor	4 (1 per yr.)	Attachment (Management Auditing)	. .	6 mos.	UK/USA Canada	\$20,000	External
3 Prin. Auditor or Asst. Auditor	4 (1 per yr.)	Attachment (Local Gov't. Finance)	. .	4 mos.	. .	\$15,000	External
4 Auditor	4 (1 per yr.)	Attachment (Local Gov't. Audit Procedures)	. .	3 mos.	. .	\$13,500	. .
5 Asst. Dir. and/or Deputy Dir.	2 (1 each two yrs.)	Developments in Acct'ing & Auditing	. .	3 mos.	UK	\$6,800	External
6 Asst. Dir. and/or Deputy Dir..	16 (4 per yr.)	Seminar in Audit Techniques	. .	2 weeks	USA	\$34,000	External

Comment

1. Aud. Gen'l, proposes subsidized enrollment in an appropriate U. of G. Diploma prog. to offset lack of education and training above secondary level and as alternative to costly ACCA studies now pursued by individual staff members.
- 2-5. Specialized short courses and attachments for current staff.
6. Participation by 4 staff members each year in seminar sponsored by USA Federal Accountants Association.

PUBLIC SERVICE COMMISSION
(Professional & Technical Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
1Public Service Commission Personnel Technicians	25 (estimated)	Diploma Prog. (Personnel Admin.)	Upgrade present staff	2 years	U. of Guyana	. .	In-service (Guy. Ed. Syst.)
2PSC Technicians	25 (estimated)	Personnel Technical Training	. .	Series of 2 week courses	PSM/TC	. .	In-service (expert assistance by contract)

Comment

1. Most of technical staff entered service through clerical level appointments, - largely GCE qualifications - and has had very limited exposure to technical or academically oriented development.
2. Technical training for PSC personnel in all aspects of Personnel Admin. Course costs computed in cost of training PSM personnel specialists.

Note: Estimates of numbers to be trained based on ages and past education of serving officers.

MINISTRY OF PUBLIC SERVICE
(Professional & Technical Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
1PSM Personnel Personnel Training & Management	40 (estimated)	Diploma Prog. (Personnel Admin.)	Upgrade present staff	2 years	U. of Guyana	. .	In-service (Guy. Ed. Syst.)
2Asst. Sect. and Admin. Asst. (Sal. & Wage)	10	Tech. Course in Pers. Admin.	. .	Series of 2 week courses	PSM/TC	\$25,000 (1/2 man yr.)	In-service w/ expert assistance by contract.
3Asst. Sect. & Admin. Asst. (Personnel)	4
4Management Services Officer	4	Tech. Course in Management Methods	. .	4 weeks	Canada	\$9,600	External
5Training Officers (various grades)	16	Technical Course in Training Management	. .	Series of 2 week courses	PSM/TC	\$25,000 (1/2 man yr.)	In-service w/ expert assistance by contract

Comment

1. Diploma program.
- 2-3 & 5. Relatively few technicians have had adequate training in technical fields in which they work.
Note: Item #2 includes 3 positions for job evaluations technicians to be assigned permanently to the larger functional ministries.
4. Number to be trained too small to support in-country course. Negotiations now under way for Canada IAD program support.

ATTORNEY GENERALS' CHAMBERS
(Professional and Technical Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
¹ Attorney	4 (1 per yr.)	Drafting Legislation	Upgrade staff	9 months	Canada	\$20,000	External
² Attorney	4 (1 per yr.)	Commonwealth Law	. .	5 months	UK	\$19,500	. .
³ Attorney	4 (1 per yr.)	International Law	. .	4 months	UK/USA Canada	\$15,200	. .

Comment.

1. University of Ottawa offers an appropriate course.
2. Special course offered in UK for all commonwealth nations.
3. Attendance at any recognized post graduate course in international law.

MINISTRY OF HEALTH
(Medical and Dental Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
¹ General Medical Officers (GMO)	80 (20 per yr.)	Pre-med.	Fill vacancies	4 yrs.	UWI	\$1 million	Scholarship (stated cost for student support only)
² Dental Officer	20 (5 per yr.)	Pre-dental	. .	4 yrs.	UWI	\$265,000	. .
³ Medical Officer	3	Advanced degree in Pub. Health Medicine	. .	2 yrs.	USA/UK Canada	\$33,000	. . .
⁴ Medical Officer	22	Advanced study in specialty	. .	3 yrs.	. .	\$330,000	. .
⁵ Technical Assistants	100 (25 per yr.)	Para-medical program	Fill vacancies in proposed program	3 yrs.	PSM/TC Ministry U. of Guy.	\$300,000 (100,000 per yr.) 2 man yr. per yr.	In-service (w/ expert assistance by contract)

Comment

1. Ministry proposes to expand reserved scholarship spaces at UWI from 5 to 20 annually.
2. Ministry proposes to establish 5 reserved scholarship spaces annually.
- 3 & 4. Training must follow after establishment of adequate base of citizen GMOs in Government service.
5. Proposed para-med. program is in early planning stages. Program will require participation by U. of Guyana for academic and technical lab courses, as well as professional staff of ministry. Ministry states program can be launched with assistance from abroad of experienced personnel (such as corps men from developed country military services or qualified U.S. Physicians Assistant) as lecturers in clinical bedside teaching. Para-med. program to cover 3 years classroom and ward duty, followed by one year internship. Para-med. graduates to serve in interior as augmentation of medical staff.

MINISTRY OF HEALTH
(Nursing and Support Staff Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
1 Nurse	12 (3 per yr.)	Nursing Admin. & Tutoring	Qualify for Senior Staff	9 months	UWI	\$27,500	External
2 Nurse	8 (2 per yr.)	BSc (Nursing)	Fill new positions as District Nurse	9 months	. .	\$18,300	. .
3 Nurse with BSc	4 (1 per yr.)	Special training	Fill specialist vacancies	6 months	UK/USA Canada	\$20,000	. .
4 Public Health Inspector	24 (6 per yr.)	Practical Pub. Health Attachment	. .	6 months	USA/UK Canada	\$120,000	External
5 Support Personnel	Unknown	Technical subjects	Fill vacancies
6 Dietician	4 (1 per yr.)	BSc Home Economics	. .	4 years	. .	\$124,000	Scholarship

Comment

1. UWI now offers 9 months specialized course for senior nursing staffs.
2. UWI now offers 9 months course open to graduates of Guyana school of nursing which leads to BSc degree in nursing. Participation needed to provide Guyana nurse corps with nucleus of academically and technically qualified personnel for leadership role.
3. Need nurses with special training in cardio-thoracic, pediatric, intensive care, nematology and operating theater nursing.
4. Training of serving officers for attachment to major public health organization in developed country for port health duty. PAHO has arranged such attachments in past years.
5. Trained personnel in the fields of occupational and physio-therapy and medical technology, laboratory and x-ray specialties, nutrition, analytical chemistry, health statistics, hospital administration, health education, maintenance engineering - numerical needs not established.
6. Four year home economics or comparable course, followed by one year P.G. study in hospital dietetics.

MINISTRY OF FINANCE
(Professional and Technical Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
1Sr. Customs & Excise Off. C.E. Officer	20 (5 per yr.)	Customs Taxation	Upgrade staff	3 months	UK	\$68,000	External
<u>Customs & Excise Div.</u>							
2Sr. C.E. Officer or C.E. Off.	4 (1 per yr.)	Attachment Narcotics Detection & Control	Provide special skills	2 months	USA/UK Canada	\$12,000	External
3Sr. C.E. Officer or C.E. Off.	12 (3 per yr.)	International Tarrif nomenclature (Brussels)	. . .	6 weeks	Un-sponsored in Trinidad & Guyana alternatively	\$10,500	External
<u>Inland Revenue Div.</u>							
4Tax Insp.	20 (5 per yr.)	Diploma Prog. (accounting)	Upgrade staff & fill vacancies	2 yrs.	U. of Guyana . . .		In-service (Guy. Ed. Syst.)
5Sr. Tax Insp. or Tax Insp.	8 (2 per yr.)	Income tax for commonwealth countries	Provide special skills	6 months	UK	\$40,000	External

Comments

1. British Council (London) periodically offers the appropriate training.
2. Attachment to developed nations Bureau of Narcotics for training in narcotics detection and control.
3. UK - UDP sponsors appropriate course periodically for Caribbean countries.
4. Diploma program.
5. Appropriate course offered periodically by UK in England for Commonwealth countries.

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MINISTRY OF FINANCE (cont.)
(Professional and Technical Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
6Sr. Staff Acct. Genl's. (1 per Office)	4 (1 per yr.)	Attachment (Tax systems)	Update knowledge	4 months	UK/USA Canada	\$15,000	External
7Sr. Staff (all divisions)	20 (5 per yr.)	Seminars & conferences	. .	1 week average	. .	\$40,000	. .

Comment

6. Attachment to developed country finance organizations to acquire information on other tax systems.
 7. Participation in professional conferences to catch up on the state of the art.
- Note: Customs and Excise training school conducts all needed basic courses for its technical staff.

13

MINISTRY OF TRADE AND CONSUMER PROTECTION
(Professional and Technical Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
1Economist	12 (3 per yr.)	BSc	Fill vacancies	4 years	UK/USA Canada	\$375,000	Scholarship
2Economist	3 (1 per yr.)	Attachment (Export promotion & trade)	Develop special skills	6 months	.	\$15,000	External

Comment

1. Scholarship program. Ministry states U. of Guyana BSc. in economics is not qualifying because course is too general. P.G. training will also be required, but only after suitable personnel are found.
2. No training source specified.

MINISTRY OF LABOR AND SOCIAL SECURITY
(Professional and Technical Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
<u>Labor Division</u>							
1 Labor Officer (Inspector)	4	BSc	Prospective vacancies	4 years	UK/USA Canada	\$124,000	Scholarship
2 Deputy. Ch. Lab. Officer	4	Attachment (Labor administration & relations)	Qualify for new assignment	6 months	. .	\$20,000	External
3 Labor Officer (Inspector)	4	Basic labor relations	Upgrade staff	6 months	. .	\$20,000	External
<u>Employment Productivity Division</u>							
4 Labor Research Officer	1	BSc	Fill vacancy	4 years	. .	\$31,000	Scholarship
5 Vocational Guidance Officer	1	Soc. Sci.

Comment

1. Scholarship program. Follow-on training in labor relations - 3 months when qualified candidates are found.
2. Attachment to a developed country central labor organization.
3. Short course for incumbent personnel needed now.
- 4 & 5. Scholarships.

(continued next page)

MINISTRY OF LABOR AND SOCIAL SECURITY (Cont.)
(Professional and Technical Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
<u>Social Assistance Dir.</u>							
6Sr. S.A. Officer	4	Soc. Work subjects	Up-grade staff	6 months	UK/USA Canada	\$20,000	External
7S.A. Officer . .	.	Diploma Program (Soc. Work)	Up-grade staff	2 years	U. of G.	. .	In-service (Guy. Ed. Syst.)
<u>Factories Division</u>							
8S.A. Officer . .	.	Attachment (various technical fields)	To fill vacancies	6 months	. .	\$15,000	External

Comment

6. Assignment to appropriate graduate school of social work.
7. Diploma program.
8. Attachment to central government organizations for trades specialists recruited from Government Technical College.

MINISTRY OF NATIONAL MOBILIZATION AND COOPERATIVES
(Professional and Technical Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
<u>Cooperatives Division</u>							
1 Coop. Organizer	45	Organizing & managing cooperatives	To fill vacancies	5 weeks	Kuru-Kuru College	..	In-service
2 Coop. Officer	19	..	To qualify as coop. manager
3 Asst. & Deputy Chief Coop. Officer, Sr. Coop. Officer	17 (4 per yr.)	Attachment (planning & evaluating coops.)	Upgrade staff	3 months	Various countries	\$23,000	External
4 Coop. Auditor	10	Diploma Prog. (auditing)	Fill vacancies	2 years	U. of Guy.	..	In-service (Guy. Ed. Syst.)
<u>Local Government</u>							
5 District Community Development Officers	6	Diploma Prog. (Soc. Work)	..	2 years

Comment

- 1 & 2. Ongoing basic course now provided by Kuru-Kuru College.
3. Attachment of senior staff to coop organizations in countries using this form of organization.
4. Diploma program (auditing).
5. Diploma program. (social work).

(continued next page)

MINISTRY OF NATIONAL MOBILIZATION AND COOPERATIVES (Cont.)
(Professional and Technical Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
6 Dist. Comm. Devel. Workers	34	Community Development	Train village teachers	2 weeks	Ministries and PSM/TC	.	In-service
7 Evaluation Officer	2	Estate Management	Fill vacancies	4 years	UK	\$62,000	External
8 Dist. Admin. Officer	8	Diploma (Pub. Admin.)	Upgrade staff	2 years	U. of Guy.	.	In-service (Guy. Ed. Syst.)

Comment

6. To be provided by Ministry through Kuru-Kuru College. Cost of training instructional staff computed elsewhere.
7. Scholarship program. Leeds-Willimdsdon College of Higher Education, UK.
8. Diploma program.

MINISTRY OF HOUSING AND RECONSTRUCTION
(Professional and Technical Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
1 Development Control Officer, Design Technician	24	Planning	Town & Country Planning Upgrade present staff	1 year	Ministry & PSM/TC	..	In-service
2 Development Control Officers (various specialities)	4 (2 per yr.)	Physical Planning	..	Not recorded	St. Lucia	..	External
3 Town Planner	4 (1 per yr.)	BSc	New position	4 years	UK/USA Canada	\$124,000	Scholarship
4 Town Planner	2 (1 alt. yrs.)	Town Planning	Upgrade staff	2 years	UK	\$33,000	External
5 Sr. Housing Officer	1	Attachment (Pub. Housing Management)	..	2 months	..	\$1,740	External

Comment

1. Ministry proposes to develop, with aid from U. of Guyana or Guyana Tech. Inst., an after-hours course for town planning technicians. Cost of training instructional staff computed elsewhere.
2. UK sponsored program on St. Lucia. Ministry plans to substitute local course as second year of planning course.
3. Scholarship program.
4. Leeds University, UK, offers this course - BSc in geography or comparable is prerequisite.
5. Attachment to Public Housing organization of developed country.

MINISTRY OF EDUCATION AND SOCIAL DEVELOPMENT
(Professional and Technical Personnel
- other than Teachers)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
1 Ministry Sr. Tech. Staff	33 (8 per yr.)	P.G. course in special areas of ed.	Fill vacancies	2 years	UK/USA Canada	\$440,000	External
2 Ministry Sr. Tech. Staff	24 (6 per yr.)	Seminars Conferences & Attachments	Upgrade staff	4 weeks average	. .	\$58,000	. .

Comments

1. Post graduate programs required to develop educational specialists in such fields as curriculum development, student guidance and counseling, publications, school architecture, test development, and educational statistics.
2. Shortterm courses & assignments are required to inform the senior staff on the "state of the educational art."

Note: Requirements for teacher training, as such, was outside the boundries of this study. Since Guyana operates primary and secondary teachers colleges as elements of its educational system, it does not include teacher training among subjects supported by the Scholarship program. According to ministry officials, however, there is a large array of subjects in which the Guyana teacher training programs cannot equip instructors. These include music and dance, science, some areas of mathematics, some areas of social studies, home economics, industrial arts, modern languages and others.

MINISTRY OF WORKS AND COMMUNICATIONS
(Professional and Technical Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
<u>Communications Dept. Civil Aviation</u>							
¹ Air Traffic Controller	24 (6 per yr.)	ATC procedures	New positions and vacancies	9 months	UK/USA Canada	\$170,000	External
² Operations Officer	2	(Aviation operations)	Upgrade present staff	6 months	..	\$15,000	External
³ Airport Manager	1	(Airport mgt.)	\$7,500	..
<u>Post Office Department</u>							
⁴ Regional Controller	2	P.O. systems management	..	6 months	..	\$15,000	..
⁵ Postal Superintendent	1	6 months	..	\$7,500	..
⁶ Postal Dept. Accountant	3	P.O. accounting & auditing	\$15,500	..
⁷ P.O. Inspector (auditing)	1	(Inspection procedures) (Audit)	\$7,500	..

Comment

1. ATC School for training in air traffic controllership.
 - 2 & 3. Attachments to air line and airport organizations in developed country.
 - 4 - 9. Attachment to post office systems in developed countries.
- Note: Both civil aviation and postal activities have a strongly international flavor and require training for which no facilities are or will be available within Guyana.

(continued next page)

MINISTRY OF WORKS AND COMMUNICATIONS (Cont.)
(Professional and Technical Personnel)

Position	Number	Course of Study	Purpose	Duration	Training Resource	Cost	Funding Base
8p.O. Investigations Officer	1	Investigations procedures	Upgrade present staff	6 mos.	UK/USA Canada	\$7,500	External
9Chief Post Master	4	Post Office Operations	\$20,000	. .
			<u>Works Dept.</u>				
10Engineer	28 (7 per yr.)	BSc (various engineering fields)	Fill vacancies	4 years	UK/USA Canada	\$870,000	Scholarship

10. The Urwick report stated "For some time to come all staff needing a professional qualification will have to attend universities abroad. Equally, post graduate degrees can only be obtained overseas.

ANNEX X
STAFF TRAINING AND DEVELOPMENT FOR THE PUBLIC SERVICE OF GUYANA SEPT. 1974 - DEC. 1977

TRAINING PLAN FOR U.S.A.I.D. FUNDING

<u>TYPE OF ASSISTANCE REQUIRED</u>	<u>1975 TOTAL</u>	<u>1976 TOTAL</u>	<u>1977 TOTAL</u>	<u>GRAND TOTAL</u>
<u>INTERNAL TRAINING</u>				
<u>VISITING EXPERTS</u>				
<u>Forestry</u>				
5 Subject-Area Specialists to train 8 graduate staff of the Forestry Dept. and others in the Industry. (assignments of one year each).		\$125,000	\$125,000	\$250,000
<u>Economic Development</u>				
1 Subject-Area Specialist in Project Analysis for course development and presentation to 36 senior staff of various Ministries engaged in Project Work. (assignment of 2 months in 1975 . " " " " " 1976).	\$10,000	\$ 7,000		\$ 17,000
<u>Public Service Ministry</u>				
1 Specialist in Training Methodology for course development and presentation to 60 trainers and occasional session leaders. (assignment of two years duration)	\$50,000	\$ 50,000		\$100,000
1 Specialist in Management Training for course development and presentation to 400 Middle Managers and Supervisors. (assignment of two years . C/F duration).	\$50,000 \$110,000	\$232,000	\$125,000	\$ 50,000 \$467,000

TYPE OF ASSISTANCE REQUIRED	1975 TOTAL	1976 TOTAL	1977 TOTAL	GRAND TOTAL
<u>University of Guyana</u> B/F 2 Subject-Matter Specialists for course development and presentation to Degree, Diploma and Certificate students of Management and Administration at the University.	\$110,000	\$232,000	\$125,000	\$467,000
	\$100,000	\$100,000	\$125,000	\$667,000
	\$210,000	\$332,000	\$250,000	\$792,000
<u>TRAINING INSTITUTIONS</u>				
<u>Agricultural Extension Training and Communications Centre</u> - to be built and permanently staffed by 1976, from a loan under I.B.R.D./I.D.A.		\$700,000	\$300,000	\$1,000,000
<u>Caribbean Animal Health Assistants Training Centre</u> this becomes operational by 1975 and to be financed by U.N.D.P. for the first five years and loan from World Bank.	\$500,000	\$1,345,000	\$405,000	\$2,250,000
	\$500,000	\$2,045,000	\$705,000	\$3,250,000

TYPE OF ASSISTANCE REQUIRED	1975 TOTAL	1976 TOTAL	1977 TOTAL	GRAND TOTAL
<u>OTHER INTERNAL TRAINING EXPENSES</u>				
<u>Agriculture</u>				
Visiting Lectures on administration, rural sociology, communication, supervision and technical agriculture.		\$ 500	\$ 1,000	\$ 1,500
<u>Statistics</u>				
3 Statisticians for course development, 42 Statistical Officers and Clerks, Texts and Reference Books.	\$ 4,000 \$ 2,000	\$ 5,000 \$ 3,000		\$ 9,000 \$ 5,000
<u>Training of Trainers</u>				
<u>Middle Management and Supervision</u>				
Equipment/Training Aids/Texts and References.	\$ 41,000			\$ 41,000
Catering, travelling, transportation and accommodation.	\$ 11,800	\$ 5,100	\$ 5,100	\$ 22,000
<u>University of Guyana</u>				
Public, Personnel and Financial Administration, Hospital Administration, Accounting, Auditing and Statistics.				
- Students reimbursement of Tuition Fees and cost of Texts Books.	\$ 42,000	\$ 48,000	\$ 43,000	\$133,000
	\$100,800	\$ 61,600	\$ 54,100	\$211,500

TYPE OF ASSISTANCE REQUIRED	1975 TOTAL	1976 TOTAL	1977 TOTAL	GRAND TOTAL
<u>EXTERNAL TRAINING</u>				
<u>FELLOWSHIPS AND SEMINARS</u>				
<u>Ministry of Agriculture</u>				
Veterinary and Livestock	\$ 31,000	\$ 27,000	\$ 26,000	\$ 84,000
Crop Science	\$ 31,500	\$ 60,500	\$ 59,000	\$151,000
Estate Management	\$ 10,000	\$ 5,000		\$ 15,000
Agricultural Extension and Education	\$ 3,000	\$ 9,000	\$ 18,000	\$ 30,000
Agricultural Resource Development and Planning	\$ 5,000	\$ 11,000	\$ 10,000	\$ 26,000
<u>Economic Development</u>				
Development Economics	\$ 13,000	\$ 16,000	\$ 16,000	\$ 45,000
Statistics	\$ 12,000	\$ 25,000	\$ 40,000	\$ 77,000
	\$105,000	\$153,500	\$169,000	\$428,000

TYPE OF ASSISTANCE REQUIRED	1975 TOTAL	1976 TOTAL	1977 TOTAL	GRAND TOTAL
<u>SCHOLARSHIP</u>				
<u>Agriculture</u>				
Fisheries (10)	\$110,000	\$100,000	\$100,000	\$310,000
Animal Health (18)	\$ 6,000	\$ 28,000	\$ 62,000	\$ 96,000
Veterinary Science (12)	\$ 43,000	\$ 85,000	\$120,000	\$248,000
Livestock Science (16)	\$ 22,000	\$ 50,000	\$ 70,000	\$142,000
Crop Science (9)	\$ 7,500	\$ 23,000	\$ 41,500	\$ 72,000
Crop Science (Post Graduate)(10)	\$ 21,000	\$ 54,000	\$ 65,000	\$140,000
Agricultural Engineering (3)	\$ 6,000	\$ 16,500	\$ 28,000	\$ 50,500
Extension Education (12)	\$ 24,000	\$ 58,000	\$ 94,000	\$176,000
Farm Management (6)	\$ 21,000	\$ 45,000	\$ 63,000	\$129,000
<u>Energy & Nat. Resources</u>				
Forestry (4)		\$ 12,000	\$ 40,000	\$ 52,000
<u>Economic Development</u>				
Development Economics (25)	\$ 95,000	\$220,000	\$130,000	\$445,000
Economics with Statistics (8)	\$ 24,000	\$ 60,000	\$ 93,000	\$177,000
<u>University of Guyana</u>	\$ 18,000	\$ 30,000	\$ 45,000	\$ 93,000
	\$397,500	\$781,000	\$951,500	\$2,130,500

OTHER TRAINING

EXTERNAL TRAINING

(a) Fellowship & Ad Hoc Scholarships
100 Awards annually for 3 months to two years
duration to provide additional knowledge &
skills for Public Officers in the following
fields:- Accounting Auditing, Communication
Engineering, Education, Fire Protection, Health
Police Law, Export Promotion, Labour, Prisons
Housing, Civil Aviation, Corporation etc.

(b) Seminars, Observation Tours etc. (1 to 6 weeks
duration)

(c) Annual Scholarships

(i) Indian Awards (3 - 6 years)

(ii) Commonwealth Tech. Training Awards (1-2 yrs)

(iii) Commonwealth Scholarship & Fellowship
Plan (2 - 3 years)

	1975 TOTAL	1976 TOTAL	1977 TOTAL	1978 TOTAL
	\$1,274,000	\$1,452,000	\$1,598,000	\$4,324,000
	\$2,092,750	\$2,655,000	\$3,235,000	\$7,982,000
TOTAL	\$3,366,750	\$4,107,000	\$4,833,000	\$12,306,750

INTRA-CONDITIONAL SCHOLARSHIPS

No. of Awards ending during year

" " " continuing through year

" " " commencing in year

TYPE OF ASSISTANCE REQUIRED	1975 TOTAL	1976 TOTAL	1977 TOTAL	GRAND TOTAL
Internal Training Visiting Experts	\$210,000	\$332,000	\$125,000	\$ 667,000
Training Institutions	\$500,000	\$2,045,000	\$705,000	\$3,250,000
Other Internal Training Expenses	\$100,800	\$ 61,600	\$ 54,100	\$ 216,000
External Training	\$105,500	\$ 153,500	\$169,000	\$ 428,000
Scholarship	\$397,500	\$ 781,500	\$951,500	\$2,130,000
TOTAL	\$1,313,800	\$3,373,600	\$2,004,600	\$6,692,000
<hr/>				
TYPE OF ASSISTANCE REQUIRED				
Training Plan USAID Fund	\$1,313,800	\$3,373,600	\$2,004,600	\$6,692,000
Other Training	\$3,366,750	\$4,107,000	\$4,833,000	\$12,306,750
	\$4,680,550	\$7,480,600	\$6,837,600	\$18,998,750

Table 1

USAID PUBLIC SECTOR TRAINING1965 - 1974

SECTORS	1965		1966		1967		1968		1969	
	No. of Ppts.	\$ Cost 000								
AGRICULTURE	5	13.5	6	22.9	7	30.2	19	167.8	31	218.0
PUBLIC ADMINISTRATION	2	2.1	9	32.4	2	9.0	8	25.6	-	-
TRANSPORTATION	4	16.5	20	33.9	3	12.3	4	23.2	-	-
LABOR	1	1.0	10	20.0	-	-	4	11.6	2	5.3
COMMUNITY DEVELOPMENT & HOUSING	3	8.8	3	4.6	11	29.3	2	11.4	-	-
EDUCATION	-	-	-	-	-	-	3	9.0	-	-
INDUSTRY & MINING	3	10.8	1	7.7	4	7.5	-	-	-	-
HEALTH	1	3.6	1	3.0	-	-	1	3.2	-	-
PUBLIC SAFETY	-	-	1	3.8	18	40.9	14	34.3	2	3.3
MISCELLANEOUS	5	13.0	2	5.9	4	10.7	2	12.4	2	7.2
TOTALS:	24	69.3	53	134.2	49	139.9	57	298.5	37	233.8

Table 1 - continued

USAID PUBLIC SECTOR TRAINING

1965 - 1974

SECTORS	1970		1971		1972		1973		1974	
	No. of Ppts.	\$ Cost 000	No. of Ppts.	\$ Cost 000	No. of Ppts.	\$ Cost 000	No. of Ppts.	\$ Cost 000	No. of Ppts.	\$ Cost 000
AGRICULTURE	30	242.9	20	54.9	13	62.8	10	13.3	2	15.0
PUBLIC ADMINISTRATION	3	5.1	9	34.9	4	17.8	-	-	-	-
TRANSPORTATION	2	10.7	3	15.0	2	7.6	1	1.7	-	-
LABOR	2	3.4	1	1.2	2	4.5	-	-	-	-
COMMUNITY DEVELOPMENT & HOUSING	-	-	-	-	-	-	-	-	-	-
EDUCATION	1	2.5	-	-	1	1.4	-	-	-	-
INDUSTRY & MINING	1	4.3	4	6.8	1	2.5	-	-	-	-
HEALTH	-	-	-	-	-	-	1	5.7	-	-
PUBLIC SAFETY	4	9.0	4	14.2	3	21.9	-	-	-	-
MISCELLANEOUS	4	14.3	1	3.0	1	1.3	-	-	-	-
TOTALS:	47	292.2	42	130.0	27	119.8	12	20.7	2	15.0

Table 2 (Page 1)

PUBLIC SERVICE MINISTRY

TECHNICAL ASSISTANCE (Other Than U.S.A.I.D.)

TOTAL AWARDS 1973-75

	1973	1974	1975
Accountancy	3 B.T.A.	7 B.T.A.	
Advanced Radio Production	1 B.T.A.		
Advanced Nursing Studies		2 PAHO/WHO	
Attachments to -			
District Valuers Office	1 B.T.A.		
Histopathology Lab.	1 B.T.A.		
Office of the Auditor General	1 C.I.D.A.		
Area Control & Instructors Agricultural Credit		1 C.I.D.A. 1 F.A.O.	
Communications	3 A.C.C.		
Commonwealth Tax Officers' Course	1 B.T.A.		1 B.T.A.
Customs Taxation	4 C.F.T.C.		
Chemical Pathology	1 PAHO/WHO		
Dental Health		1 PAHO/WHO	
Diesel Engineering		5 B.T.A.	
Econometrics	3 C.I.D.A.		
Education Psychology	5 B.T.A. & 4 C.S.F.P.		
Education Administration		2 C.S.F.P.	
Electronics	1 C.S.F.P.	1 C.S.F.P.	
Engineering		2 C.S.F.P.	
Epidemiology	1 PAHO/WHO	1 PAHO/WHO	
Economics		2 C.I.D.A.	
Environmental Health for Post Health Officers	1 PAHO/WHO		

Table 2 - continued

	1973	1974	1975
Fisheries		45 G. of Cuba	
Family Planning	1 PAHO/WHO		
Food & Drink			
Administration	1 PAHO/WHO		
Food Nutrition	5 PAHO/WHO		
Food Supervision	4 PAHO/WHO		
Forestry Social Relations	2 FAO/WHO		
Financial Accounting	2 UNDP		
Geography			
Geological Engineering			1 C.S.F.P.
Government Legal			2 DEMINEX
Officers Course	1 B.T.A.		
Guidance & Counseling	2 B.T.A. & C.C.E.		
Government Acting			
Auditing	2 B.T.A.	1 B.T.A.	3 B.T.A.
Haematology & Blood			
Banking	1 PAHO/WHO		
History		1 C.S.F.P.	
Home Economics	1 C.E.S.F.S.	1 B.T.A.	
Highway Engineering	1 B.T.A.	1 B.T.A.	
Hydrographic Surveying	2 C.I.D.A.	1 B.T.A.	
Hydrological Analysis			
Forecasting	1 W.M.O.		
Industrial Relations			
for Overseas Trade	1 B.T.A.		
Unionist			
Inter-regional Seminar			
in Govt. Auditing	1 UNDP		
International Law	1 UNITAR		
Labour Administration	2 B.T.A.	1 B.T.A.	1 B.T.A.
Land Surveying			2 B.T.A.
Legislature Drafting	1 C.I.D.A.	1 C.S.	
Literature		1 C.S.F.P.	
Librarian		1 B.T.A.	
		UNESCO	
Mathematics		2 C.C.E.	
Management Services			
Techniques		6 C.I.D.A.	

Table 2 - continued

	1973	1974	1975
Mechanical Engineering	1 B.T.A.		
Medicine		3 G. of India	
Medical Records		1 PAHO/WHO	
Metrological Studies			1 WHO
Minerology		1 B.T.A.	
Modern Teaching Methods for Nursing	1 PAHO/WHO		
Music	1 C.E.S.F.S.	1 B.T.A.	
Management of the Agricul- tural Enterprise	1 U.N.D.P.		
Multinational Postal Training	3 U.P.U.		
Nematology	1 G.O. Ven.		
Nutrition		1 C.F.W.I.	
Orthopaedic Training		2 C.F.T.C.	
Oil Palm Production		1 NIFOR/AID	
Postal Management	1 B.T.A.		
Public Health		1 PAHO/WHO	
Public Finance	2 C.I.D.A.		
Problem of Educational Planning	1 B.T.A.		
Photogrammetry Drafting	1 U.N.D.F.		
Physiotherapy	1 C.F.T.C.	1 PAHO/WHO	
Planning of Broadcasting System	2 I.T.U.		
Pulp & Paper Technology	1 Norad		
Regional Planning	1 C.I.D.A.		
Rural Administration & Development	2 B.T.A.		
Regional Food Balance Workshop	2 PAHO/WHO		
Records Management/Public	1 UNESCO/AID		
Seeds Processing	1 B.T.A.		
Supply & Material Management	1 B.T.A.		
Status of Women & Family Planning	1 PAHO/WHO		
Sand Mastic Grunting Operations	2 W. GER.		
Social Work	1 C.I.P.		

Table 2 - continued

	1973	1974	1975
Training Methodology	2 U.N.D.P.		
Transport Economics	1 C.I.D.A.		
Teaching of the Deaf	1 C.S.D./ C.F.T.C.		
Vet. Pathology			1 PAHO/WHO
Weaning Food Production			1 PAHO/WHO
Immigration			1 B.T.A.
Medical Technology			1 B.T.A.
Cardiology			1 B.T.A.

LEGEND

B.T.A.	British Technical Assistance
C.I.D.A.	Canadian International Development Association
C.F.T.C.	Commonwealth Fund for Technical Cooperation
C.S.F.P.	Commonwealth Scholarship and Fellowship Plan
C.E.S.F.S.	Commonwealth Education Scholarship and Fellowship Scheme
C.S.D.	Commonwealth Society for the Deaf
C.I.P.	Council for International Programs (U.S.)
NORAD	Norway Aid
NIFOR	Nigerian Foreign Assistance
PAHO	Pan American Health Organization

(Acronyms for UN Agencies are generally well known.)

ILLUSTRATIVE LIST OF TRAINING, EQUIPMENT AND
 TECHNICAL ASSISTANCE TO BE PROVIDED UNDER THE LOAN ^{1/}

I. TRAINING (External) - SHORT AND LONG TERM

	<u>No. of Participants</u>	<u>Man Months</u>	
A. <u>Public Service Ministry</u>			
1. Training of Trainers	32	120	
2. Middle Management	40	120	
3. Supervision	<u>30</u>	<u>120</u>	
	102		360
B. <u>Ministry of Economic Development</u>			
1. Transportation Economics	8	6	
2. Statistics	3	12	
3. Econometrics	6	6	
4. Project Planning	<u>6</u>	<u>24</u>	
	23		48
C. <u>Ministry of Agriculture</u>			
1. Crop Science	16	300	
(i) Agronomy			
(ii) Plant Breeding			
(iii) Entomology			
(iv) Microbiology			
(v) Soil Fertility			
(vi) Plant Pathology			
2. Land Development	3	72	
3. Extension Education	5	96	
4. Resource Development & Planning	3	96	
5. Veterinary & Livestock Science	11	240	
(i) Veterinary Pathology			
(ii) Urology			
(iii) Parasitology			
(iv) Pasture Agronomy			
(v) Dairy Science			
(vi) Toxicology			
	<u>38</u>	<u>163</u>	804

^{1/} See CAP section II.D. for narrative reference.

II. TECHNICAL ADVISORY SERVICES

	<u>Man Months</u>	
A. <u>Public Service Ministry</u>		
1. In-Service Training Programs	9	
2. Management Training	6	
3. Manpower Research	2	
4. University of Guyana	40	
(i) Administration & Management		
(ii) In-Service Trng. Courses		
	<hr/>	57
B. <u>Ministry of Econ. Development</u>		
1. Training Program Development	<u>4</u>	4
C. <u>Ministry of Agriculture</u>		
1. Trng. Program Development	<u>3</u>	<u>3</u>
		64

III. EQUIPMENT & TRAINING AIDS

- 2 16 mm sound projectors
- 2 Overhead projectors including 1 portable
- 2 Automatic synchronized slide/cassette
tape recorder
- 4 Projector stands
- 1 Camera with additional lenses
- 2 Electronic flash equipment
- 2 Camera tripods
- 2 Projection screens including 1 portable
- 1 Daylight projection screen
- 3 Portable tape recorders (cassette type)
- 1 Multi-copy machine
- 1 Portable video tape system complete with
camera
- 1 Public Address system with microphone
mixer
- 3 Combination chalk, flannel and magnetic
board including 1 portable unit
- Equipment for titling & preparation of
slides

- Draftsmans table, T-square, curves,
lettering set
- Films and slides on training methodologies,
supervision and management
- Case studies
- Texts and references
- Other training aids and materials
- Slide trays, blank cassettes, tape, film
and spare parts for the above
- 1 Van type vehicle for audio-visual equip-
ment mobility

US\$ 108,372

ANNEX XIII

AID & GOG COST ESTIMATES/INPUTS ON THE LOAN

(in U.S. dollars)

<u>AID COMPONENTS</u>	<u>Total</u>	<u>External Training</u>		<u>Internal</u>	<u>Technical</u>	<u>Audio-Visual</u>	<u>Library Info</u>	<u>Manpower</u>	<u>Additional</u>	<u>Construction &</u>
		<u>Short-Term</u>	<u>Academic</u>	<u>Training</u>	<u>Assistance</u>	<u>Materials & Equipment</u>	<u>& Reference Materials</u>	<u>Research</u>	<u>Staff & Operating Costs</u>	<u>Furnishings</u>
<u>Total (58%)</u>	<u>\$1,000,000</u>	<u>\$260,465</u>	<u>\$404,651</u>	<u>-0-</u>	<u>\$203,256</u>	<u>\$ 46,512</u>	<u>\$ 61,860</u>	<u>\$23,256</u>	<u>-0-</u>	<u>-0-</u>
Public Service Ministry	457,209									
Training Division		116,279	-	-	83,721	46,512	61,860	23,256	-	-
Statistical & ADP Trng.		32,558	-	-	-	-	-	-	-	-
University of Guyana		-	-	-	93,023	-	-	-	-	-
Ministry of Economic Development	18,140	8,372	-	-	9,768	-	-	-	-	-
Ministry of Agriculture	524,651	103,256	404,651	-	16,744	-	-	-	-	-
<u>GOG COMPONENTS</u>										
<u>Total 42%</u>	<u>714,418</u>	<u>\$ 36,279</u>	<u>130,697</u>	<u>\$106,512</u>	<u>\$ 34,418</u>	<u>\$ 16,744</u>	<u>\$ 50,698</u>	<u>\$ 2,325</u>	<u>\$104,187</u>	<u>\$232,558</u>
Public Service Min.	607,907	-	-	-	-	-	-	-	-	-
Training Division		28,837	-	-	-	-	-	-	-	-
Statistical & ADP Trng.		4,651	-	-	16,279	16,744	50,698	2,325	92,094	232,558
University of Guyana		-	64,186	81,860	11,163	-	-	-	-	-
Ministry of Economic Development	16,744	2,791	-	-	4,651	-	-	-	-	-
Ministry of Agriculture	89,767	-	66,511	18,140	2,325	-	-	-	9,302	-
<u>PROJECT SUM TOTALS</u>	<u>1,714,418</u>	<u>\$296,744</u>	<u>535,348</u>	<u>\$106,512</u>	<u>\$237,674</u>	<u>\$ 63,256</u>	<u>\$112,558</u>	<u>\$25,581</u>	<u>\$104,187</u>	<u>\$232,558</u>

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ANNEX XIV

PROJECT DESIGN SUMMARY

LOGICAL FRAMEWORK

Life of Project:
From FY July 1975 to FY June 1978
Total U.S. Funding \$1,000,000 U.S.
Date Prepared: April 28, 1975

Project Title: PUBLIC SECTOR HUMAN RESOURCES DEVELOPMENT

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal: The broader objective to which this project contributes:</p> <ul style="list-style-type: none">- To develop human resources for the Public Service having the managerial, administrative and technical skills required to meet the vigorous demands of the National Development Plan - to feed, clothe and house the Nation.	<p>Measures of Goal Achievement:</p> <ul style="list-style-type: none">- National goal of feeding, clothing and housing the Nation is achieved, unemployment is reduced and Exports increased.	<ul style="list-style-type: none">- Reports on Progress submitted to Ministry of Economic Development and other Ministries concerned.- Inspections and Visits.	<p>Assumptions for achieving goal targets:</p> <ul style="list-style-type: none">- That funds will be available to push the D. Plan.

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Purpose:</p> <ul style="list-style-type: none"> - To re-organise the Training Division of the Public Service Ministry and develop the training capabilities of its staff. - To enhance the skills - supervisory and managerial, administrative and technical of existing staff of the Public Service. - To provide pre-service and in-service training in areas of priority need. - To improve the overall management and administration of Public Service Training and National Human Resources Development. 	<p>Conditions that will indicate purpose has been achieved: End of project status.</p> <ul style="list-style-type: none"> - The Public Service Training Centre will be equipped with qualified staff, training equipment and library services and will be implementing short courses to meet common needs in general and specialised management areas and will be assisting Ministries and departments in the development of training programmes. - Training needs will be assessed annually, priorities recommended, training plans developed, implemented, evaluated and reported. - The Scholarships and Fellowships Section will be making fullest use of technical assistance, facilitating the selection of candidates for training, locating suitable training resources and monitoring and evaluating programmes. - The programmes in administration, management, statistics, Economics and Mathematics at the University of Guyana will be modified to cater for the real needs of the Public Service. - Staff Training and Development at the National level will be effectively coordinated under the National Training Council. 	<ul style="list-style-type: none"> - Visit to Training Division to meet staff and observe training being done. - Annual Training Plans based on priority needs identified annually. - Records of awards of Scholarships and Fellowships. - Vacancies being filled. 	<p>Assumptions for achieving purpose:</p> <ul style="list-style-type: none"> - That funds and specialist assistance will be available to train the trainers and to assist in developing an hierarchy of courses.

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Outputs:</p> <ul style="list-style-type: none"> - A staff of qualified trainers to run a hierarchy of courses in a well-equipped Public Service Training Centre especially in Supervision, Management and Training of Trainers, Project Planning and Statistics. - Intensification of Departmental Training especially in Technical areas. - A cadre of qualified Guyanese in priority fields - Management, Statistics, Economics, Mathematics, Agriculture and Medicine - to man key positions in the Public Service. 	<p>Magnitude of Outputs:</p> <ul style="list-style-type: none"> - 12 qualified trainers. - 25 courses annually in Supervision, Management, Training Methodology, Project Planning and Statistics, to cater for the needs of 300 Supervisors and Managers. - Each department will develop a programme of short courses and on-the-job training programmes especially in technical areas. - Annual in-service fellowships will be awarded as follows - Management and Administration (60), Development Economics (2), Statistics (1), Training Methodology (2) and Agriculture (5). - Annual pre-service scholarships will be awarded as follows - Management (5), Economics with Mathematics (3), Statistics (2), Agriculture (15) and Medicine (3). 	<ul style="list-style-type: none"> - Reports, Visits, Annual Budget, Balance Sheets, Evaluation of Programmes. 	<p>Assumptions for providing outputs:</p> <ul style="list-style-type: none"> - That the new Training Staff will be trained to develop a hierarchy of courses. - That suitable candidates will be available to undertake scholarships and fellowships in priority fields. - That funds will be available to finance the programmes.

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Inputs:</p> <ul style="list-style-type: none"> - Visiting Specialists for the Training of Trainers and the development and implementation of training programmes in Supervision, Management and Project Planning. - Additional Professional Staff for the Training Division. - Training Equipment and Materials, a vehicle. - Additional lecture rooms and office space at the P.S.T.C. and furnishings. - Library and information services. - Fellowships and Scholarships in the fields listed above. 	<p>Implementation Target (Type and Quantity)</p> <ul style="list-style-type: none"> - 5 Specialists in Training Methodology and Management. - Audio-Visual equipment and materials - sound projectors (2), overhead projectors (2), tape recorders (3), Cameras (2), Video Tape System (1), Public Address System (1) Film, Texts and References etc. - 6 Additional top/middle training positions with additional staff support. - Extension of Training Centre and Library (6,300 sq. ft. more). - The cost of Fellowships and Scholarships - <ul style="list-style-type: none"> U.S.A.I.D. - Overseas expenses; tuition, texts, internal travel, insurance, maintenance. G.O.C. - Local expenses; tuition, texts, internal travel, maintenance, passages. 	<ul style="list-style-type: none"> - Reports, Visits, Inventories. 	<p>Assumptions for providing inputs:</p> <ul style="list-style-type: none"> - That funds will be available to finance specialist assistance and that they will be available as required. - That funds will be available to purchase equipment and library supplies and to finance scholarships and fellowships.