

PROJECT AUTHORIZATION

|   |                            |  |
|---|----------------------------|--|
| 1. PROJECT NUMBER<br><b>641-11-995-054</b>                                    | 3. COUNTRY<br><b>Ghana</b> | 4. AUTHORIZATION NUMBER<br><b>0062</b>       |
| 2. PROJECT TITLE<br><b>Infrastructure Advisory Services and Staff Support</b> |                            | 5. AUTHORIZATION DATE<br><b>May 25, 1970</b> |
|   |                            | 6. PROP DATED<br><b>April 1970</b>           |

7. LIFE OF PROJECT

a. Number of Years of Funding: N/A 1/  
 Starting FY 19       ; Terminal FY 19 Continuing 1/  
 b. Estimated Duration of Physical Work After Last Year of Funding (in Months): N/A 1/

| FUNDING BY FISCAL YEAR (in U.S. \$ or \$ equivalent) | DOLLARS                    |      | P.L. 480<br>CCC + FREIGHT | LOCAL CURRENCY               |                    |                          |  |
|--|----------------------------|------|---------------------------|------------------------------|--------------------|--------------------------|--|
|  | GRANT                      | LOAN |                           | Exchange Rate: \$1 = 1.02 NØ |                    | HOST COUNTRY             |  |
|  |                            |      | GRANT                     | LOAN                         | JOINTLY PROGRAMMED | OTHER                    |  |
| Prior through Actual FY                              |                            |      |                           |                              |                    |                          |  |
| Operational FY 70                                    | 98.5 <sup>2/</sup>         |      |                           |                              |                    | 8                        |  |
| Budget FY 71   | 441 <sup>2/</sup>          |      |                           |                              |                    | 108                      |  |
| B + 1 FY   |                            |      |                           |                              |                    |                          |  |
| B + 2 FY   |                            |      |                           |                              |                    |                          |  |
| B + 3 FY   |                            |      |                           |                              |                    |                          |  |
| All Subsequent FY's                                  |                            |      |                           |                              |                    |                          |  |
| <b>TOTAL</b>   | <b>539.5 <sup>3/</sup></b> |      |                           |                              |                    | <b>116 <sup>3/</sup></b> |  |

9. DESCRIBE SPECIAL FUNDING CONDITIONS OR RECOMMENDATIONS FOR IMPLEMENTATION, AND LIST KINDS AND QUANTITIES OF ANY P.L. 480 COMMODITIES 1/ This project will continue subject to conditions listed in Block 10 below, as long as there is need of a Public Works Division in USAID/Accra. 2/ These funding estimates are not identical with those in the Congressional Presentation. FY 70 obligations have been revised downward based on an updated operational year Budget recently received (TOAID A-104) FY 1971 estimates have been revised upward. Projected funding availabilities did not allow us to include funds for OPEX technicians in the Congressional Presentation nor to provide for the level of

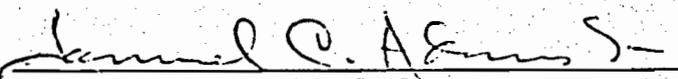
10. CONDITIONS OF APPROVAL OF PROJECT Block 9 Cont'd)  
 1) That the project be reviewed in light of the new program directions to be specified in the Africa Bureau supplement to the FY 72 CFS guidelines (now in preparation), the sector studies reports and the Ghana CFS to determine whether or not it should continue.  
 2) That if the project continues, it be subject to annual AID/W review.  
 3) That if sizeable technical assistance requirements in the infrastructure sector are identified, consideration will be given to developing separate projects with specific goals.  
 4) That the Mission will identify goals, project levels of assistance and specify phase-out dates for each non-technical support sub-activity under the project.

(Use continuation sheet if necessary)

11. Approved in substance for the life of the project as described in the PROP, subject to the conditions cited in Block 10 above, and the availability of funds. Detailed planning with cooperating country and drafting of implementation documents is authorized.

This authorization is contingent upon timely completion of the self-help and other conditions listed in the PROP or attached thereto.

This authorization will be reviewed at such time as the objectives, scope and nature of the project and/or the magnitudes and scheduling of any inputs or outputs deviate so significantly from the project as originally authorized as to warrant submission of a new or revised PROP.

|   |                               |                       |
|---|-------------------------------|-----------------------|
| A.I.D. APPROVAL   | CLEARANCES                    | DATE                  |
| <br>SIGNATURE | AFR/CWA: SCHRistmas <u>SR</u> | <u>5/2/70</u><br>1170 |
|   | AFR/DP: DShear                |                       |
|   | AFR/DP: CBillings <u>mb</u>   |                       |
|   | AA/AFR: PBirbaum              |                       |
|   | AFR/CDF: PSELLer <u>S</u>     |                       |
| AA AFR  | TITLE                         | A/CONT                |
| Samuel C. Adams, Jr. <u>Me 25/70</u>  |                               |                       |
|   | DATE                          |                       |

Block 9 Continued

participant training believed to be required. All funding estimates - both those in the CP and those stated above - are tentative. More definitive estimates will be available after review of the Sector Studies and preparation of the FY 1972 CFS and PBS.

3/ Through FY 1971 only.

NON-CAPITAL PROJECT PAPER (PROP)

Country: Ghana Project No.: 641-11-995-054

Submission Date: April 1970 Original

Project Title: Infrastructure Advisory Services and Staff Support

U.S. Obligation Span: FY 1970 - N/A\*

Physical Implementation Span: FY 1970 - N/A\*

Gross Life of Project Financial

Requirements:\*\*

|                                  |            |
|----------------------------------|------------|
| U.S. Dollars (T.A.)              | \$ 539,500 |
| Cooperating Country Contribution | 116,000    |

\*This project will continue, subject to annual AID/W review, as long as there is need of a Public Works Division in USAID/Ghana.

\*\*FY 1970 and FY 1971 only.

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## NON-CAPITAL PROJECT PAPER (PROP)

### Summarized Financial Requirements FY 1970 and FY 1971:

|                               |    |    |    |            |
|-------------------------------|----|----|----|------------|
| U.S. Dollars                  | .. | .. | .. | \$ 539,500 |
| Ghana Government Contribution |    |    |    | 116,000    |

### Summary Description

Beginning in FY 1970, this project will fund the activities of the Chief of the USAID/Ghana Public Works Division, his deputy, two public safety advisors and most of the assistance measures devoted to developing further and carrying out the infrastructure sectors strategy set forth in Annex IV of the FY 1970 Program Memorandum for Ghana. Previously, such costs were funded under the Technical Support and Human Resources Development Projects. The consolidation of ongoing and planned efforts to realize USAID/Ghana goals in infrastructure into one project will facilitate creative and consistent programming by USAID/Ghana and intelligent review by AID/Washington.

The overall goal of this project is to build an effective strategy for the infrastructure sectors and to maximize its realization. This is translated into the following sub-goals.

1. Maintaining continuous liaison with key officials of the Ministry of Works and Housing, the Ministry of Communications, the Building and Roads Research Institute, the University of Science and Technology, the Volta River Authority and a multitude of other agencies operating in the infrastructure sectors.
2. Providing the Mission Director and other Mission staff with advice relating to the development of Ghana's infrastructure in coordination with her neighbors and the continuous evolution of a strategy for accelerating it.
3. Backstopping, monitoring and evaluating the implementation of USAID/Ghana's activities in the infrastructure sectors with particular emphasis on the sector studies of transportation, water resources, and telecommunications.
4. Consulting with other Mission officers through the mechanism of the Implementation Committee on such activities as the Commodity Import Program (CIP), PL 480 Title I sales, the programming of U.S.-owned and counterpart local currency, and the agriculture sector study as these relate to infrastructure.
5. Possibly providing advisory assistance and/or OPEX staff support, participant training and other forms of assistance in response to needs which are important to the fulfillment of USAID/Ghana's infrastructure sectors strategy.

6. Providing public safety advisory assistance to assure that police equipment provided under the commodity import program loan is properly utilized.

Setting:

The setting of this project is described in great detail in the FY 1969 Program Memorandum and more broadly in Annex IV of the FY 1970 Program Memorandum. The following are some of the more salient elements of the situation in the infrastructure sectors. In order to correct the mistakes of the past and prevent their future repetition, the GOG has embarked on an effort to strengthen development planning for the economy in general and at the sector level as well. In furtherance of this effort, USAID/Ghana is financing sector studies of transportation, water resources, and telecommunications as well as one of agriculture. New programming units have been established to develop plans for the most important sectors.

A significant new theme in the GOG's approach to development planning is increased emphasis on West African regional priorities. Ghana is cooperating with her neighbors in the development of several regional infrastructure projects with AID assistance.

In addition to problems related to deficient planning in previous years, the infrastructure sectors' efficiency is impaired by deficiencies in the areas of programming, budgeting, financial control, inventory and supply management, and maintenance. Most of the management deficiencies of agencies in the infrastructure sectors are traceable to skilled manpower shortages - not at the top so much as at the administrative and technical staff levels.

Strategy and Course of Action:

The strategy to be followed under this project is USAID/Ghana's strategy for infrastructure development in Ghana. It is directed toward the overall goals of strengthening the support provided by infrastructure to the productive sectors of Ghana's economy and of coordinating the development of Ghana's infrastructure with West African priorities and the plans of neighboring countries. In the near-term these ends must be sought through successful and timely completion of the three sector studies of transportation, water resources, and telecommunications and early implementation of their recommendations. While additional and more specific sub-goals will emerge from the sector studies, present knowledge indicates the following:

(a) institutionalizing sound sector and project planning with appropriate emphasis on regional priorities, (b) supporting purposeful approaches to improving the operational and organizational efficiency of agencies in the infrastructure sectors, and (c) promoting accelerated reconstruction of the rural secondary and feeder road network.

Beginning in FY 1970 this project will fund the services of the chief of the Public Works Division and his deputy. In later FY 1970 or early FY 1971 two Public Safety Advisors will be brought on board to assist the GOG with proper utilization of police equipment to be provided under a program loan. The duration of their assignments is being left open for the moment pending a GOG decision of whether or not to proceed with ordering a second tranche of equipment. In any case, it is not expected that they will be required for more than two years. If USAID/Ghana and AID/W agree that infrastructure will be one of the sectors for AID concentration in the years to come, this project will also provide funds for limited advisory assistance and/or OPEX staff support together with participant training in areas identified in the sector studies as roadblocks to effective planning, implementation and evaluation of Government of Ghana infrastructure development programs.

During the next several months a substantial portion of the PWD's management of USAID/Ghana's infrastructure strategy will consist of cooperation with Ghanaian counterparts in guiding and backstopping the three infrastructure sector studies and in monitoring the review and implementation of their findings.

On the assumption that infrastructure emerges from the CFS exercise as an AID sector of concentration in Ghana, one of the Division's chief concerns will be to see that the capacity for sector analysis, planning and programming is institutionalized in the transportation, water resources and telecommunications sectors. This will depend on the development of strong programming units and adequate systems for collecting and analyzing the data on which sector plans must be based. In consultation with other Mission staff, Ghanaian officials, and the sector study consultants, substantial amounts of participant training and, to a lesser extent, advisory and/or OPEX staff support will be programmed to strengthen these areas. In addition to these activities the PWD Chief will participate as a member of the Implementation Committee in the Planning and management of the Commodity Import Program and the programming of U.S.-owned and counterpart local currencies where these relate to infrastructure. USAID/Ghana will be earmarking substantial quantities of local currency to finance reconstruction of secondary and feeder roads. The PWD will monitor progress under this program very closely and consult on means by which it can be accelerated. The Division will also manage the Special Self-Help and Development Project as long as it continues and monitor the Ghana-based activities of the centrally-funded AID Problem Soils Research Project.

USAID/Ghana and the GOG attach great importance to insuring that the sector studies' recommendations are actively reviewed and implemented by the appropriate Ghanaian agencies. The sector consultants understand that they are expected to communicate their findings as early as possible without undue prejudice to the work that remains. It is expected that the studies will yield recommendations for measures to rationalize operations and extend facilities. Where recommendations meet with purposeful responses

by the involved Ghanaian agencies, USAID/Ghana will recommend that needed advisory and/or OPEX staff and participant training be funded through this project to the extent that other donor assistance is not in sight and U.S. assistance seems desirable. USAID/Ghana will also recommend selective financing of feasibility studies on projects identified by the sector consultants as having high priority. Funds for feasibility studies are budgeted separately.

To sum up, this project will serve not only to fund the services of the PWD. It will also fund (1) advisory and/or OPEX staff and participant training assistance geared to (a) building institutional capacity for successful sector analysis and planning beyond the departure of the AID-financed consultants and (b) supporting measures which implement the sector studies' recommendations for rationalizing operations in key agencies in the infrastructure sectors and (2) two public safety advisors who will assist the Ghanaians with utilization of equipment financed under the commodity import loan program.

Planned Targets and Outputs:

Neither the sector strategy management elements of this project nor the projected support which may be provided as a follow on to the infrastructure sector studies lend themselves to specified targets. The former is primarily related to maximizing the results of separately funded activities. The latter, should it develop, will consist of one or more discreet activities, each with a specified purpose and projected time frame for achievement. The job of the public safety advisors will be complete when equipment provided through program loan financing has been installed and Ghanaians trained to utilize it properly.

Funding Requirements (FY 1970 and FY 1971): <sup>1/</sup>

1. Total Requirements:

| <u>Item</u>       | <u>USAID</u> | <u>Government of Ghana</u> | <u>Other Donors</u> |
|-------------------|--------------|----------------------------|---------------------|
| Technicians       | \$ 167,000   | \$ 16,000                  | -                   |
| Participants      | 131,500      | 32,000                     | -                   |
| Contract Services | 216,000      | 60,000                     | -                   |
| Commodities       | 25,000       | -                          | -                   |
| Other Costs       | -            | -                          | -                   |
| Total:            | \$ 539,500   | \$108,000                  | -                   |

<sup>1/</sup> If infrastructure is approved as an AID sector of concentration in Ghana, this project will continue subject to annual AID/W review as long as there is need of a Public Works Division in USAID/Ghana.

2. U.S. Technicians:

| <u>Grade</u>  | <u>Position Title</u> | <u>Funding Estimates</u> |                  |
|---------------|-----------------------|--------------------------|------------------|
|               |                       | <u>FY 1970</u>           | <u>FY 1971</u>   |
| FR-2          | Public Works Engineer | \$30,000                 | \$30,000         |
| FR-4          | Public Works Engineer | 22,000                   | 27,000           |
|               | Public Safety Advisor | -                        | 29,000           |
|               | Public Safety Advisor |                          | 29,000           |
| <b>Total:</b> |                       | <u>\$52,000</u>          | <u>\$115,000</u> |

3. Participants:

| <u>No. of Participants</u> <sup>1/</sup> |              | <u>Funding Estimates</u> <sup>1/</sup> |              |
|--|--------------|--|--------------|
| <u>FY 70</u>                             | <u>FY 71</u> | <u>FY 70</u>                           | <u>FY 71</u> |
| 8  | 14           | \$46,500                               | \$85,000     |

<sup>1/</sup> Fields of training are yet to be determined. Numbers and funding estimates are rough. Better estimates should be available after the Sector Studies have been completed and reviewed with the GOG.

4. Contract Services:

| <u>No.</u> <sup>2/</sup> | <u>Position Title</u> <sup>2/</sup>                          | <u>Arrival and<br/>Departure Dates</u> | <u>FY 70</u> | <u>FY 71</u>     |
|--------------------------|--|--|--------------|------------------|
| 2                        | Senior Economic<br>Advisors to Ministry<br>Programming Units | 9/70-8/74                              | -            | \$54,000         |
| 1                        | "  | 9/71-8/75                              | -            | 27,000           |
| 4                        | Infrastructure<br>Management Advisors                        | 9/70-8/74                              | -            | 108,000          |
| 1                        | "  | 9/71-8/75                              | -            | 27,000           |
|                          |  |  | -            | <u>\$216,000</u> |

<sup>2/</sup> Tentative. More definite planning will be possible after the sector studies have been completed and reviewed with the GOG.

5. Commodities:

All commodities to be procured in the U.S.

| <u>Category</u>   | <u>Delivery Schedule</u>                         | <u>Funding Estimates</u> |              |
|-------------------|--|--------------------------|--------------|
|                   |  | <u>FY 70</u>             | <u>FY 71</u> |
| Household Effects | 3rd quarter of FY 71 and<br>1st quarter of FY 72 | -                        | \$25,000     |

6. Other Costs:

None

7. Government of Ghana Contributions:

It is estimated that the GOG will contribute an estimated \$4,000 annually through the Trust Fund to each of the four direct-hire officers of the Mission's Public Works Division and approximately \$12,000 to support each OPEX or contract advisor. The GOG will pay international travel and maintain the salaries of participant trainees at an estimated average rate of \$4,000 per participant per year.

|                          | <u>Funding Estimates</u> |               |
|--------------------------|--------------------------|---------------|
|                          | <u>FY 70</u>             | <u>FY 71</u>  |
| Direct-hire officers     | \$ 8,000                 | \$ 16,000     |
| Contractor OPEX Services |                          | 60,000        |
| Participants             |                          | <u>32,000</u> |
| Total                    | \$ 8,000                 | \$108,000     |

8. Contribution from Other Donors:

None

9. Related Projects:

| <u>Number</u>  | <u>Title</u>                         |
|----------------|--------------------------------------|
| 641-25-995-050 | Sector Studies                       |
| 641-12-995-056 | Feasibility Studies                  |
| 641-22-220-031 | Volta Dam and Hydro-electric Project |
| 641-11-998-036 | Special Self-Help and Development    |



2) that, since the project has no phase out date, it be subject to annual AID/W review,

3) that if sizeable technical assistance requirements in the infrastructure sector are identified, consideration will be given to developing separate projects with specific goals, and

4) that the Mission identify goals, project levels of assistance and specify phase out dates for each non-technical support sub-activity under the project. (Conditions #2, 3 and 4 are, of course, meaningless if a decision is made to terminate.)

Recommendation: That you indicate your approval of the PROP for the Infrastructure Advisory Services and Staff Support Project (641-11-995-054)-- subject to the conditions specified in the paragraph above -- by signing below.

Approval: \_\_\_\_\_

Disapproval: \_\_\_\_\_

Date: \_\_\_\_\_

*JW*  
AFR/CWA:RMisheloff:5/12/70

Clearances:AFR/CWA:SChristmas       
AFR/DP:CBillings       
AFR/CDF:PSellar       
AA/AFR:PBirnbaum