



# AFRICAN MANPOWER DEVELOPMENT PROJECT

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Proj. No. 6980384  
PN-

JUN 16 1976

ACTION MEMORANDUM FOR THE DEPUTY ADMINISTRATOR

THRU: ES

THRU: AA/PPC, Philip Birnbaum *ASL*

FROM: AA/AFR, Stanley S. Scott *SSS*  
*6/16/76*

Problem: We need your approval of the African Manpower Development Project (AMDP), and two waivers required for the project. Your approval of this memorandum will constitute approval of the waivers set forth in Tabs A and B.

Background: Two African regional education and training projects in graduate and undergraduate education are phasing out with the last persons starting training this fall. Current African DAP's, however, cite the continuing high priority requirement for human resources development in Africa. This new project has been designed to meet this need. The project not only includes graduate level academic training, but also contains innovative approaches involving special training. The AMDP is designed to meet priority needs in approximately thirty African countries by involving host country governments and missions in developing country training plans and tying training to specific jobs.

The total cost of the project over a period of 6 years is approximately \$20 million. Of this amount, we estimate that: about \$17 million will be used for approximately 2025 student years of training in the U.S. and third countries; an additional \$1.5 million will be used for in-country training (the number of trainees is difficult to estimate accurately); and \$1.4 million is provided for inflation at an annual rate of 8%. The project appears in the Congressional Submission for African Programs for FY 76 at page 231. The proposed obligation shown for FY 76 is \$950,000.

The requirement of FAA Section 110(a) that a recipient country provide satisfactory written assurance that the country will provide at least 25 per centum of the cost of a project or activity is generally inapplicable to participant training administered on behalf of a group of countries; assistance to foreign universities drawing students from a multinational area; assistance to several countries for a project of regional significance; and inter-regional projects intended to benefit two or more countries in a

region. Thus, those portions of assistance provided under this project through the African-American Institute and the Association of African Universities as multi-country training programs are properly excluded from the FAA Section 110(a) requirement. On the other hand, in those instances where obligating PIO/Ps, ProAgs or other agreements are entered into under the project with specific individual countries for country specific training, the requirement of FAA Section 110(a) will generally apply. With respect to the latter instances, we are requesting a waiver of the FAA Section 110(a) requirement pursuant to the waiver provisions contained in that Section for the relatively least developed countries. Our justification is set forth hereafter.

Options: Two alternatives exist to the AMDP. One involves extending the current graduate and undergraduate projects and the other developing a large number of bilateral training projects. The former appears unsatisfactory because of the emphasis on training leading to a degree, the lack of special training under these projects and the essential scholarship approach to the selection. The second alternative would provide projects tailored to each country's specific needs, but the cost in time and personnel involved in developing and managing 30 bilateral projects rather than a regional project would seem prohibitive. In addition, all African countries could not be included because of the 40 country limitation which is avoided through the implementation approach in the AMDP project.

Recommendation: 1. That you approve the attached Project Paper for the African Manpower Development Project No. 698-11-690-384.

Approved:  \_\_\_\_\_

Disapproved: \_\_\_\_\_

Date: 6/18/76

2. That you approve the waiver of the 5-year limitation.

Approved:  \_\_\_\_\_

Disapproved: \_\_\_\_\_

Date: 6/18/76

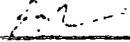
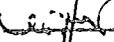
3. That you approve the waiver of the 25% cost sharing requirement for the relatively least developed countries designated hereafter.

Approved: 

Disapproved: \_\_\_\_\_

Date: 6/18/76

Clearance:

AFR/RA:EDConroy  Date 6/10/76  
AFR/DP:RGHuesmann (draft) Date 6/7/76  
AFR/DR:PLYman (draft) Date 6/3/76  
SER/IT:TWard (draft) Date 6/7/76  
PPC/DPRE:JWelty (draft) Date 6/7/76  
AFR/EFWA:SRea (draft) Date 6/8/76  
AFR/CAWA:FScordato (draft) Date 6/7/76  
AFR/ESA:OCylke (draft) Date 6/7/76  
PPC/RC:WStetner (draft) Date 6/9/76  
GC/AFR:EADragon  Date \_\_\_\_\_  
GC:CLGladson  Date 6/15/76  
DAA/AFR:WHNorth  Date 6/16/76  
 6/18/76

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**AIRGRAM**

**DEPARTMENT OF STATE**

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FROM - AID/W  
E.O. 11652: N/A  
SUBJECT - African Manpower Development Project (AMDP)  
REFERENCE -

ATTACH.

The purpose of this airgram is to: (1) transmit for your information, a copy of the AMDP Project Paper together with other relevant data and (2) request information concerning possible assistance to Missions and Embassies for development of FY 77 country training plans.

This project will provide training in the United States and in Africa for Africans in skills which are directly related to priority economic and social development efforts. Every sub-Saharan African country with which the U.S. has diplomatic relations may participate, excluding South Africa, Nigeria and Gabon. Training priorities and recommendations will be established by joint US/host country training committees within project criteria. Selection for some academic training will be on a competitive basis with selections made by contractors. Implementation procedures will vary depending on the type of training programmed.

Please note a number of legal restrictions on pages 1 and 2 of the PP which may call for a larger portion of training to be implemented through contractors. This will be particularly true for countries receiving Security Assistance funds in any given FY and for countries which do not have an ongoing bilateral grant assistance program. In any event, these are implementation problems which should not affect the development of training plans.

Also note that some funds are programmed for FY 77 and thereafter to assist Missions to develop manpower training plans (See Table I). Although none were programmed for FY 76 or the transition quarter, we hope to make use of

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PAGE 1 OF 53 PAGES

DRAFTED BY <i>for</i> <i>JK</i> PASTruhaik:nci	TITLE AFR/RA	PHONE NO. 28964	DATE 7/2/76	APPROVED BY: <i>E. Dennis Conroy</i> E. Dennis Conroy Director, AFR/RA
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A.S.O. AND OTHER CLEARANCES  
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program development and support funds to provide such assistance to those Missions and Embassies that feel they need assistance in developing their FY 77 training plans. Please reply by cable regarding requirements for assistance in developing FY 77 training plans, and the type and extent of assistance required (number of personnel for what length of time).

FYI - Countries for which training has already been approved from FY 76 funds include: Botswana, Guinea, Cameroon, Mali, Lesotho, Liberia, Ethiopia, Ghana, and Sierra Leone.

**ROBINSON**

**SEND TO:**

- |               |                              |
|---------------|------------------------------|
| Abidjan       | Nouakchott                   |
| Accra         | Yaounde                      |
| Addis Ababa   | Ndjamena                     |
| Bamako        | Ouagadougou                  |
| Conakry       | Gaborone                     |
| Dakar         | Bujumbura                    |
| Dar Es Salaam | Banjul                       |
| Freetown      | Maseru                       |
| <del>IX</del> | Tananarive                   |
| Kinshasa      | <del>Blantyre</del> LILONGWE |
| Khartoum      | Port Louis                   |
| Mbabane (2)   | Mogadiscio                   |
| Monrovia      | Lome                         |
| Nairobi       | Lusaka                       |
| Niamey        | Kigali                       |
|               | Bangui                       |

Justification for Waiver of Five Year

Project Limitation

The initial year of obligation under the African Manpower Development Project is FY 76 and the final year FY 81, a total of six years. Actually, FY 76 has served primarily as a pilot year with country training requests used to determine the dimensions of the project; accordingly, FY 76 funding is quite limited. On the other hand, the final year of funding will consist almost entirely of funds for continuing students, with a relatively small number of new starts in special training. Significant efforts are, therefore, limited to only four to five years.

In addition, the efforts involved in coordinating the mechanisms for implementation of this project are quite extensive. Establishing a smoothly operating implementation system is difficult, and we feel that the project should continue for five full years (FY 77 thru FY 81) to justify the development of the system. The analysis in the PP indicates that training needs are substantial and will require a long period of time to satisfy.

Justification for waiver of 25% cost sharing requirements (Section 110(a) of FAA of 1961) for relatively least developed countries under the Africa Manpower Development Project (AMDP)

The following countries are identified by the United Nations Conference on Trade and Development as relatively least developed (RLDCs) and are also eligible to participate in the AMDP.

Botswana	Guinea	Rwanda
Burundi	Lesotho	Somalia
Central African Republic	Malawi	Sudan
Chad	Mali	Tanzania
Ethiopia	Niger	Upper Volta
Gambia		

As RLDCs, they have limited resources available to devote to development in general and are reluctant to use scarce foreign exchange credits to pay for international travel of participants in particular. In this regard, comments on the AMDP PRP from Missions refer repeatedly to the requirement for host countries to pay for international travel of participants, and indicate that the requirement would severely limit the participation of the least developed countries. Also, because of the nature of the project, participant training only, host countries are not able to make substantial in-kind contributions as can be done under projects containing other elements.

All countries from which participants are selected will be required to continue the participant's salary and benefits while he or she is in training and will be expected to fund in-country costs connected with training such as in-country travel, processing, and temporary housing costs. For in-country training, host countries will be expected to provide in-kind contributions such as facilities and participant per diem. In addition, countries will be asked to assure the employment of participants upon their return. Although these costs will be borne by RLDCs they will not amount to 25% of the total cost of training for out of country special or academic training. The payment of international travel would bring the contributions of the least developed countries closer to 25%, but their inability to pay for travel would limit the participation of the countries that in theory require the most assistance.

The General Counsel's legal interpretation of the applicability of FAA Section 110(a), the extent of the waiver authority, and the countries identified by UNCTAD as relatively least developed, is attached at TAB C for your reference.

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

FEB 9 1976

MEMORANDUM

TO : See Distribution  
 FROM : GC, Charles L. Gladson

Subject : Legal Interpretation - Section 110(a) of the  
 FAA of 1961

Attached for your information are a GC memorandum of law on the interpretation of section 110(a) of the Foreign Assistance Act of 1961 and the UNCTAD list of relatively least developed countries. Section 110(a) was amended by the International Development and Food Assistance Act of 1975, P.L. 94-161, which was enacted on December 20, 1975.

Distribution:

A/AID	Mr. Murphy	NE/DP	Mr. Langmaid
AA/PPC	Mr. Birnbaum	LA/DP	Mr. Harrison
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SER/FM	Mr. Blacka		
PPC/RB	Mr. Biddle		

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

January 28, 1976

MEMORANDUM

TO : GC, Mr. Charles L. Gladson

FROM : GC/LPC, *J. L. Kessler*

SUBJECT : Legal Interpretation of Waiver Authority for  
25 percent Cost Sharing Requirement Contained  
in Section 110(a) of the Foreign Assistance Act  
of 1961

Discussion: Section 307 of the International Development  
and Food Assistance Act of 1975 amended section 110(a)  
of the FAA of 1961 to read as follows:

"No assistance shall be furnished by the U.S. Government to a country under sections 103 through 107 of this Act until the country provides assurances to the President, and the President is satisfied, that such country provide at least 25 per centum of the costs of the entire program, project, or activity with respect to which such assistance is to be furnished, except that such costs borne by such country may be provided on an "in-kind" basis and except that the President may waive this cost-sharing requirement in the case of a project or activity in a country which the agency primarily responsible for administering Part I of this Act determines is relatively least developed based on the United Nations Conference on Trade and Development list of 'relatively least developed countries'." (New language emphasized)

I. Applicability of the Cost Sharing Requirement.

Previous memoranda from this office have concluded that the cost sharing requirement of section 110(a) is applicable only to bilateral projects or activities financed under sections 103 through 107, thus excluding the following:

1. projects through or in cooperation with international or multilateral organizations;
2. participant training administered on behalf of a group of countries;
3. assistance to foreign universities drawing students from a multinational area;
4. assistance to several countries for a project of regional significance;
5. inter-regional projects intended to benefit two or more countries in a region; or
6. assistance furnished directly to the people of a given country through voluntary agencies or private organizations.

II. Implementation of the Waiver.

Section 307 of the International Development and Food Assistance Act of 1975 amended section 110(a) to provide for a waiver of the 25 percent cost-sharing requirement on the following terms:

"...the President may waive this cost-sharing requirement in the case of a project or activity in a country which the agency primarily responsible for administering part I of this Act determines is relatively least developed based on the United Nations Conference on Trade and Development list of 'relatively least developed countries'."

This language allows the cost-sharing requirement to be waived on a project or activity basis in those countries which AID determines are "relatively least developed", based on the UNCTAD list of relatively least developed countries (attached).

This amendment was introduced by Congressman Diggs during the markup of H.R. 9005 by the House Committee on International Relations. Congressman Diggs explained the intent of his amendment in the following terms:

"...to permit the President in the case of a nation which meets the U.N. criteria for relatively least developed countries to waive that requirement that such nations contribute not less than 25 percent of the total cost of [a] program". (H.R. Doc. 158, 94th Cong. 1st Sess. 452, Aug. 1, 1975) (Emphasis added)

As originally drafted, this amendment would have authorized a Presidential waiver on a total program or individual country basis.

The Senate, however, struck out this provision, and in Conference the following alternative provision was agreed upon:

"...to permit the President to waive the requirement in the case of a project or activity in a country which AID determines is 'relatively least developed' based on the UNCTAD list". (Conf. Rep. on H.R. 9005, Rep. No. 94-691, 94th Cong. 1st Sess. 32 Dec. 4, 1975) (Emphasis added)

Thus, as amended, section 110(a) provides for a waiver of the 25 percent cost-sharing requirement on a project or activity, rather than a program or country, basis.

### III. Definition of Project or Activity.

A "project" is defined in AID Handbook 3 "Project Assistance" as a specific, identifiable effort to increase the well-being of a certain population through the creation or transfer of knowledge, creation or modification of facilities or institutions, or the modification of policies or programs. An "activity" is defined as including all other assistance directly provided to a country, such as self-help, special development activities and program assistance. A "program" is considered to be an entire sectional group of projects or activities authorized under sections 103 through 107, i.e., food and nutrition, population planning and health, education and human resource development, during any given year. (AID Handbook 3, Project Assistance Section 1A, App. 3D.)

Since a waiver is permitted only on a project or activity basis, determinations as to whether a country meeting the criteria for "relatively least developed" should be relieved from the cost-sharing requirement must be made as to each individual project or activity as it has been outlined in the requisite Project Paper. (See Handbook 3, Project Assistance.) It is therefore possible that an eligible country might be relieved of the 25 percent contribution requirement with regard to certain projects or activities but not for others where it appears that sufficient local resources to make the requisite contribution are available.

#### IV. Delegation of Authority.

In order to implement section 110(a), as amended, it will be necessary to amend Delegation of Authority No. 100 (39 F.R. 17983, effective May 8, 1974) which delegates authority to the AID Assistant Administrators to determine the adequacy of assurances of host country participation for the projects, activities, countries or areas within their responsibility. This delegation should be amended to include a delegation of authority to the AID Assistant Administrators to determine whether the requirement of host country contribution to a given project or activity should be waived for those countries meeting the criteria of "relatively least developed".

Attachment:a/s

Countries Identified as Least Developed by the United Nations\*

- |                               |                         |
|-------------------------------|-------------------------|
| 1. Afghanistan                | 16. Malawi              |
| 2. Bangladesh **              | 17. Maldives            |
| 3. Bhutan                     | 18. Mali                |
| 4. Botswana                   | 19. Nepal               |
| 5. Burundi                    | 20. Niger               |
| 6. Central African Republic** | 21. Rwanda              |
| 7. Chad                       | 22. Sikkim***           |
| 8. Dahomey                    | 23. Somalia             |
| 9. Democratic Yemen**         | 24. Sudan               |
| 10. Ethiopia                  | 25. Uganda              |
| 11. Gambia**                  | 26. Tanzania            |
| 12. Guinea                    | 27. Upper Volta         |
| 13. Haiti                     | 28. Western Samoa       |
| 14. Laos                      | 29. Yemen Arab Republic |
| 15. Lesotho                   |                         |

\* Per UNCTAD Policy Paper, TD/191, December 20, 1975

\*\* Four additional states proposed by UNCTAD/TDB  
August 1975; approved by the 30th General Assembly

\*\*\* Note: Although there are 29 on the list, Sikkim has  
been annexed by India, making 28 countries.

## AFRICAN MANPOWER DEVELOPMENT PROJECT

### Part 1. Project Summary and Recommendation

#### A. Description of Project

This project will provide training for Africans in the United States and Africa in skills which are directly related to priority economic and social development. Every sub-Sahara African country with which the U.S. has diplomatic relations may participate, excluding South Africa, Nigeria and Gabon. Training priorities and recommendations will be established by in-country training committees within project criteria. Training selection also will be with joint AID (or Embassy)/host country involvement, although competitive selection for academic placement will be the primary responsibility of contractors. Implementation procedures will vary depending on the type of training programmed.

At the end of the project it is expected that over 1,530 Africans will have received 2,025 person years of training and returned to African employment in development fields closely related to reaching the poor majority.

#### B. Summary Findings

Academic and special training is required on a specialized, flexible basis. The project will employ a multi-faceted approach, using contractors, and other training arrangement.. A waiver will be required if the African American Institute (AAI) and the Association of African Universities (AAU) are used on a contract basis to select and place a portion of the training (see Part 4, 4b) and (d).

Implementation of training by obligating PIO/P, PROAG or PIO/T, with a specific country for training limited to participants from that country will be limited to countries in which, in the FY in question, AID has a bilateral grant assistance program, thereby satisfying the 40 country restriction of the FAA Section 211(a). No such implementation procedures will be approved for any country receiving security supporting assistance in any fiscal year pursuant to the FAA, Section 115.

The provision for host country cost-sharing (FAA section 110-a) will be met for countries not on the "relatively least developed" list through payment of international travel, and through in-kind contributions including continuation of salary during training, per diem, travel, housing, etc. In addition, the cost-sharing requirement may be fulfilled by A.I.D./ host country contributions on a sector basis rather than on an individual or project basis. Missions will include such information in obligating documents, (PROAGS, PIO/Ps, PIO/Ts). A waiver will be sought for "relatively least developed countries" in order to permit payment of international travel on the basis of AID practice in the host country.

Training locations/institutions will be limited to those in the U.S., home countries of the trainees, and/or African countries included in AID Geographic Code 941.

## Part 2. Project Background and Detailed Description

### A. Background

During the 1960's many newly independent African nations had little or no means of meeting the demand for highly trained, indigenous, professional manpower. The existing university facilities were limited and their programs of study were not adapted to the development needs of their respective countries. In response to this demand for high level manpower, A.I.D., in addition to providing project-oriented participant training, provided three special scholarship programs:

1. African Scholarship Program of American Universities (ASPAU),
2. African Graduate Fellowship Program (AFGRAD), and
3. Inter-African Universities Scholarship Program (INTERAF).

The ASPAU project was initiated in 1961. Its objective was to increase the availability of professional manpower at the undergraduate level by

supporting the efforts of U.S. universities and colleges to provide training for selected African students. Under this program over 220 American institutions have provided tuition-free, four year scholarships. The student's home country paid international travel costs and A.I.D. financed their subsistence and administrative costs. The project was administered by the African-American Institute (AAI) and terminated at the end of FY 75. At its termination, approximately 1,600 students had completed study for undergraduate degrees in various disciplines. The AFGRAD project, also administered by AAI, began in 1963 as a cooperative effort between the U.S. Council of Graduate Schools, several African governments and A.I.D. The objective is to provide graduate level training in U.S. universities for selected African students in disciplines related to specific development activities, when such training is not available in Africa. Candidates are trained to fill technical or scientific positions in academia, in the private sectors or in government service. Under this program, U.S. graduate schools provide tuition-free scholarships, African governments finance all international travel, and A.I.D. finances support and administrative costs. Since 1967, A.I.D., in addition, has provided as a component of AFGRAD a special program called African Graduate Study Awards (AGSA) to students with 3-5 years of work experience who do not meet the high academic requirements under the AFGRAD project but who are admissible to U.S. graduate schools. This project will terminate at the end of FY 1980 (with the last group of students starting their training in September 1976). At this time over 1,000 students will have completed

study for their graduate degrees and will have been placed in or returned to study-related jobs.

As the staffs and facilities of many African institutions of higher education improved, A.I.D. began a scholarship program designed to increase the role of these institutions in training African students at the undergraduate level. The purpose of INTERAF, which was initiated in 1967, is to increase the availability of trained high level manpower in Africa by increasing the flow of African students to African colleges and universities, and to provide a basis for strengthening cooperation among these institutions. The program was administered by AAI from 1967 to 71, and since 1971 by the Association of African Universities (AAU). This project is also scheduled to terminate at the end of FY 1980 (with the last group of participants starting their training in September 1975), at which time approximately 2,000 students will have completed study for their undergraduate degrees. Evaluations of this program have revealed that inter-African study has the highest repatriation rate of the three projects.

The three projects have undergone extensive evaluations and reviews<sup>a/</sup>

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<sup>a/</sup> Practical Concepts Incorporated, "Evaluation of ASPAU, AFGRAD, and INTERAF: Impact of Regional Scholarship Programs on Manpower Needs in Africa:", 1973; Overseas Liaison Committee of the American Council on Education, "Report on the Evaluation of AFGRAD and INTERAF Programs, 1974; and R. E. Springwater, African-American Institute, "Comments on the Overseas Liaison Committee/American Council on Education's Report on AFGRAD and INTERAF", 1975.

to determine their efficacy as well as the need and alternative approaches for future assistance. Many of the suggestions made are incorporated in this project.

B. Detailed Description

1. This regional multi-year project will provide training in areas critical to reducing African countries' human resources shortfall which inhibits their ability to get at the development of their rural populations. Africa ranks far below other continents in the number of students per inhabitant and to the ratio of students to the 20-24 year age group (See Table 3). In spite of this low educational development, A.I.D. has not allocated substantial amounts to the human resources area in Africa and the lack of skilled personnel was identified in the majority of African DAPs as a critical bottleneck.

The level of training will be decided on the basis of job requirements but may include graduate level, undergraduate, and special training. These three types of training will provide the flexibility for participating African countries to train critically needed indigenous manpower for positions in specific development oriented assignments; however, it is not a generalized training project.

The objective is to increase the availability of trained Africans in priority development areas. The purpose of this project is to meet critical requirements for managerial and technically skilled manpower in selected African countries by providing persons trained in Africa and the U.S. This effort will increase the availability of trained Africans to increase and enhance their contribution to economic and social development with emphasis on those fields most relevant to programs that will benefit the poor majority.

2. Each participating African government in cooperation with the A.I.D. (or Embassy) field office will develop and submit an annual training proposal to AFR/RA. Training proposals will be based on a joint analysis of priority training needs in the country in accordance with the project approaches and criteria listed below. Training requested will include a statement on its potential contribution to development, relation to DAP strategy, potential impact on the poor majority, and the institutional effect of the proposed training. A training proposal outline is included at Annex A. Country training proposals will be reviewed in AID/W for completeness and clarity of justification, potential for impact on development, and relationship to the poor majority and the integration of women.

Assistance in helping to identify priority manpower needs will be provided upon request under the project either by AID/W direct hire personnel or consultants. Further details on the project description, including project goal, purpose, end of project status, outputs and inputs are included in the Logical Framework Matrix at Annex B.

3. The following training will be available beginning in year 1977/78:<sup>b/</sup>

(a) U.S. Academic Training

A major sub-activity of this project will be academic training, primarily in graduate programs in the U.S. Training, identified in the training proposals, will generally be to meet: (1) pre- and post project training which is not

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<sup>b/</sup> 1976/77 will be a pilot experimental year with limited funding and placement.

available in the person's home country or in Africa, and (2) programs for future university staff and key government ministries in priority development areas where a direct relationship can be traced to programs related to reaching the majority of people in the developing African country. Degree training, when required for the position, will be primarily for master's or special short duration undergraduate programs, with doctoral degrees limited and considered on a case-by-case basis. U.S. training will be available only for those disciplines which do not exist in Africa. Fields of training are listed in the Technical Analysis (p. 16).

Candidates for master's and doctor's degrees will be required to do theses and dissertation research on topics that are related to and relevant to development. Provisions will be made for doctoral research to be conducted in a candidate's home country to the extent that satisfactory arrangements are made with the home country, approval of the degree-granting institution is received, and travel costs can be arranged with the candidate's home country or with other support, including this project.

Selection of candidates for training (in the fields already identified) may be from persons already employed (job-selected) or from university/college graduates (competitively selected):

(1) Job-selected - It is assumed that countries with substantial A.I.D. programs will be selecting most of their candidates for training from persons already employed in

sector or project-related jobs and that appropriate training will require a combined academic/practical training experience which may or may not involve a degree. Training for job-selected candidates will be submitted under PIO/Ps: about 80 new starts per year are estimated under PIO/Ps.

(2) Competitively-selected - Countries with limited or no A.I.D. programs will have less project-related activity and few individuals in mind and, therefore, may be selecting most of their candidates from university students or recent graduates. Where competitive selection is indicated, the cooperative arrangement between A.I.D., American universities and the African-American Institute (AAI) would seem an appropriate means of selection and U.S. placement. American universities desire to have African students selected competitively and are willing to provide tuition-free waivers for them. The current AFGRAD program has been successful in selecting persons who perform well in U.S. graduate schools. Further, the use of AAI in arranging the selection of individuals (not fields of study) relieves the A.I.D. or Embassy office of this specialized process. While the program will be similar to AFGRAD, significant variations exist in the fields of study authorized and the setting of priorities by the AID/host country committee (see Part 4 for details).

(b) Special Programs

Another activity will be special training programs in-country,

in Africa, or in the U.S. for intensive training/observation in a specific subject in relation to a particular job. It will be used to give specialists training to generalists: for example, trained agriculturalists can be given a short-term special course in agriculture co-ops, agriculture credit, or agriculture extension; supportive training could be provided in such areas as management, project analysis or economic analysis.

Special programs will be supported in-country if the demand justifies; in such cases a contract would probably be required to provide U.S. or African instructors to develop the course of study and curriculum with host country personnel. Normally, A.I.D. funds will not be authorized for in-country travel and per diem of participants. Variance from this policy will be approved only after special justification and then only for a limited number of participants for short periods of time.

Attendance at existing institutions in other countries offering non-degree short-term training (such as Pan African Institute of Development (PAID), CAFRAD<sup>1/</sup> and the Regional Road Maintenance Training Center (RRMTC) in Africa or the U.S. Department of Agriculture and Department of Labor short courses in the U.S.) will be authorized if related to priority development needs of the developing country.

Regional training programs will be set up on a group basis in Africa or the U.S. if similar training requests are received from a number of countries, and arrangements are feasible. The number of persons receiving special training is difficult to

1/ African Training and Research Center in Administration for Development.

estimate but it is planned that approximately 480 person months of training will be in the U.S. and 150 person months in Africa each year. Implementation arrangements will be by either PIO/P or PIO/T as described in Part 4.

(c) African Academic Training

Academic training will be available in Africa for training which is not provided or available in the home country. Training is planned for approximately 40 selections annually in priority development areas in fields where a direct relationship can be traced to programs related to reaching the poor majority. Pre- and post project training is encouraged. Selection of persons already employed or selection on a competitive basis is possible although candidates must meet African university entrance requirements. Training arrangements will be made through the Association of African Universities (AAU) as explained in Part 4. Fields of training are covered specifically in the Technical Analysis (p. 17).

4. Training will be primarily for personnel of government and/or quasi-government institutions, with private sector employment approved on a limited case-by-case basis. Training requests will satisfy one or more of the following criteria:

- (a) Pre-project training of selected key personnel required in development of proposed projects. Such training can help

reduce the time lag required in training personnel to assume responsibility for operations. (Initiation of pre-project training under this project will not constitute implied approval of the bilateral project).

- (b) Post-project training for personnel identified after the completion of a project as necessary for the successful continuance of the project activity. This will eliminate the need for training proposed for support under "Program and Development Support" project which is to be reserved for project planning and design.
- (c) Training for sector related non-project activity which contributes to achievement of a sector strategy or objective.
- (d) Training for trainers in which the training will provide for the broadest possible multiplier effect.
- (e) Training to upgrade skills of personnel in specialized positions critical to development priorities.
- (f) Training for persons to fill specific positions identified as a priority development area, such as university staffing, on a competitive basis. Persons may be nominated who show promise but may have limited or no work experience.

Major institutional staffing as when large numbers of personnel will be required for a particular institution - building activity, will not be included under this project. Such requests should be submitted as a separate bilateral PID.

Part 3. Project Analyses

A. Technical Analysis

1. Type and Location of Training

The location, number and fields of training have been developed based on submissions from A.I.D. field offices and discussions with U.S. and African organizations with experience in African manpower development. A large proportion of the training plan requests consist of specialized U.S. graduate level training which is not available in Africa. The 1974 OLC report by Licile and Johnson<sup>c/</sup> emphasized the continuing requirement for graduate training for the African continent which is far below Latin America, Asia and the Near East in the percentage of graduate trained persons. A large proportion of African research, university faculty and middle level government positions are filled by expatriates.

A criticism of the ASPAU program has been the low return rate; this is not true for AFGRAD. The AAI reports as of November 1975 that employment of former AFGRAD participants shows a return rate of 91.4% as well as a broad distribution in government employment and African universities.

EMPLOYMENT OF FORMER AFGRAD PARTICIPANTS  
(as of November 20, 1975)

In Africa:

Faculty, Researchers, Administrative Staff of  
African Universities

288

<sup>c/</sup> Overseas Liaison Committee, "Report on the Evaluation of AFGRAD and INTERAF Programs". 1974.

In Africa (continued)

Civil Service, and Professionals and Scientists Employed by Government	203
Professionals with International Organizations (IBRD, IMF, UNCTAD, UN Secretariat, UNDP, UN Atomic Energy Agency, CIMMYT, CAFRAD, African Development Bank, Association for Teacher Education in Africa, West African Examinations Council)	21
Secondary School (Principals and Staff)	18
Post-Secondary Institutions	11
Private Sector:	
Medical Facilities	12
Other	35
Military	5
Other	62
Deceased	<u>7</u>
Total in Africa	662

In United States and Canada

Pursuing PH.D. Studies	30
Teaching at Universities	8
Practicing Medical Doctors (Including Residencies)	12
Private Sector	4
Other	<u>9</u>
Total in United States and Canada	63

There is a growing need for graduate training for Africans

but it will be some time before African universities can provide graduate facilities and faculty, although continued U.S. graduate training will help.

On the other hand, most countries in Africa have at least one university or college (and some several) providing undergraduate courses in most fields. The Secretary General of the Association of African Universities (AAU) indicated in a letter dated November 17, 1975 that the needs for students to move from one country to another in Africa for undergraduate courses is less than it was at the beginning of the INTERAF program in 1967. He recommended support for certain specialist and professional courses such as Forestry, Dentistry, Pharmacy, Architecture, Veterinary Medicine, Engineering and Medicine which are not provided in every university. While a large proportion of the INTERAF scholarships were in these fields (44% in 1973/74), there were limited requests for continuing scholarships in these same fields from Missions submitting country training plans in early 1976 in response to AIDTO Circular A-625. The Secretary General of AAU also indicated that direction of future funding to regional post-graduate and specialist training and research at a network of regional centers would have more impact. A major deterrent to this approach is that regional centers do not exist and would require additional staffing and equipment. The development of such a network

would be expensive for African governments even with donor help and it will be some time before such training sites will be available.

A major new provision of this project is the inclusion of specialized non-degree training both in the U.S. and in Africa, including the home country. Many A.I.D. Missions have pointed out that priority training is not directed only toward undergraduate or graduate degrees. For example, Dakar indicated the need for short-term training in the U.S., Senegal and other African countries; Niamey saw a need for graduate level non-degree training in agricultural credit, extension, project analysis, management, budget administration, economic analysis; Monrovia required non-degree specialized training in agriculture, engineering, and health; Addis Ababa wanted non-degree graduate level training as well as short-term, non-academic work oriented training; Conakry needed post graduate training in agricultural fields in the U.S. Numerous training plans have cited the desire to take advantage of training programs announced by Circular Airgrams and developed by U.S. universities. Many such programs address key sector priorities, such as development economics, rural motivation and agricultural management but there has been no means to finance this training.

In contrast to this project the AFGRAD and INTERAF programs have been essentially scholarship programs in fields meeting

priority manpower needs leading to social and economic development. The scholarships were not tied to a coordinated, project-oriented technical assistance program but were primarily in fields decided by the university or the Ministry of Education in the sending country, with limited A.I.D. input on selection. This project will require A.I.D. involvement in the selection process and joint planning of priorities with the host country. In countries without A.I.D. representation it may be more difficult to relate training to priority development activities but will be attempted through AID/W review of the annual training plan. Where an A.I.D. office does exist, however, programming of this project will insure that training is an integral part of the overall country development effort.

2. Field of Training

a. Academic Training

The fields of training for this project both in Africa and the U.S. will be directly related to country priorities and will be more limited than the present AFGRAD and INTERAF program by tying requests to more specific fields of training. Such tying will assure that the training will ultimately benefit the poor majority. Identification of such fields is somewhat subjective since it ultimately depends on the position which the trained person will hold and the

use made of training. An illustrative list of subjects follows; we welcome feedback from AID offices on the fields listed. Exceptions to the list can be proposed in annual training proposals including sufficient justification. Selection in each field will give specific attention to including women in order to help integrate women into national economies.

SUBJECT MATTER AREAS

- Agricultural Crop and Livestock Research and disciplines related to food production such as Agronomy, Entomology, Plant Pathology, Extension, Home Economics, Rural Sociology, etc.
- Agricultural Economics/Farm Management
- Veterinary Medicine/Animal Husbandry
- Cooperatives
- Agricultural Education
- Public Health and Paramedical
- MCH/FP/Nutrition
- Rural Development/Social Anthropology
- Communications
- Public Administration, Project Management and related disciplines in supply, procurement, accounting and other areas supporting rural-oriented programs.
- Economics with emphasis on Macro and Micro, cost benefit analysis, operations research, development
- Educational Economics/Educational Technology

-- Non-formal Education

-- University Faculty in fields related to establishing or strengthening instruction at the universities which relates to programs involving and assisting the poor majority

-- Civil Engineering/Ecological Engineering

b. Special Training

Types of training authorized on a regional or country basis will fall in three major categories. The first is training offered by African training institutions on a scheduled basis. This would include courses given by the Pan-African Institute of Development (PAID), CAFRAD, RRMTTC, IDEP and other established facilities which will be identified and information provided to Missions. Descriptions of PAID and RRMTTC will be sent by separate airgram.

The second category is special courses designed and tailored to meet unique regional or country needs. Such courses may be organized through African regional or country institutions on an ad hoc basis (with U.S. technical assistance where required) in order to meet special program needs identified by African countries or A.I.D. Missions. It is difficult to specifically identify priority areas for this second type of training based on replies from A.I.D. Missions to date. The most frequently mentioned field of training is in agriculture and, the second,

management. However, it is apparent that the wide range of possibilities in such an approach have not been considered and assistance will be needed to analyze requirements and advise on priority requirements. AID/W will initiate suggestions for training on a regional basis as needs are identified. Examples of Mission proposed requirements which we believe most nearly fit the project purposes are range livestock management (2 months in-country), and heavy equipment maintenance (2 months in-country).

The third type of special training under this project will be specialized U.S. training for either a special course, such as those offered by USDA, in U.S. universities such as the Williams College or Harvard program, or for short specially arranged training in the U.S. in some field such as rural development, financial management or maternal and child health -- all for persons who are qualified well placed persons who need finishing courses or observation programs.

#### Part 4. Implementation Arrangements

##### A. Analysis of Administrative Arrangements

###### 1. Overall Responsibility

AFR/RA will have overall supervision, exercised in cooperation with SER/IT and AFR geographic offices.

###### 2. Advance Notice from Field

Each AID/Embassy office will submit an advance indication of

requirements in June of each year at the time of the Annual Budget Submission. This notice will enable AFR/RA to estimate requirements for obligation in the next fiscal year.

### 3. Identification of Training Priorities

Each A.I.D. Mission (or Embassy in absence of A.I.D. office) will submit an Annual Training Proposal by November 30 for the number and types of training requested for the following calendar year under this project (see outline at Annex A). The Annual Training Proposal will be developed in cooperation and conjunction with appropriate host country officials to assure a broad review of priorities and manpower needs which should be met within this project's criteria. Representatives of the country committee should include broader representation than the Ministry of Education and university officials who have usually been involved with AFGRAD and INTERAF. AID/Embassy offices will advise AFR/RA the composition of the country committee working on the training proposal.

Training plans will be reviewed in AID/W by a "Training Review Committee" and approval of training requested given by airgram or cable to AID/Embassy offices. Approvals will involve inclusion of the amount of the approved training in the total project OYB, and guidance on the preferred approach for selection and obligation (see 2 below).

Missions are urged to identify all priority areas for training in the training plan in order that programming can be accomplished in an early and orderly manner. However, it is recognized that unanticipated training requirements will come up throughout the year so a small portion

of project funds will be held back as a contingency to permit some flexibility in requesting training after submission of the training plan.

4. Selection of Persons

(a) U.S. Academic (job selected)

Implementation will be through submission of PIO/Ps against AFR/RA allotment and appropriation symbols. (See exceptions concerning 40 country limitation and security assistance page 1a). Selection will be similar to regular A.I.D. project related participant training using the same mechanism. Training will normally include non-academic practical training on a specially arranged basis.

Placement and reporting will be arranged by SER/IT as in regular A.I.D. participant training and will usually involve use of contract or other government agencies to operate the program.

(b) U.S. Academic (competitive selection)

Implementation arrangements for training which involves competitive selection of persons (usually graduating from educational institutions) probably will be implemented under a contract with the African-American Institute. The justification for this approach is the tuition-free waivers which AAI has arranged with U.S. universities and the excellent record of successful performance and return to Africa of persons selected competitively in graduate schools under AFGRAD. Training falling under this selection and administration approach will be that for which no candidate has been specifically identified, often from countries where there are no or limited A.I.D. project operations.

Non-obligating PIO/Ps will be submitted to AID/W for record purposes.

A contract for this training will be negotiated with AAI in January or February of each year. AAI will arrange selection in the identified fields directly with AID/Embassy offices and host country officials and will handle all placement and administration in the U.S. AAI will be required to report to AID/Embassy offices at least annually on student progress and will advise AID/Embassy offices in advance of the return of the student. AAI will advise AFR/RA on selection and placement progress.

(c) U.S. Special (job selected)

Implementation will be by submission of obligating PIO/Ps to attend training programs organized by U.S. government agencies, educational and other institutions as per usual participant training per 2(a) above. (See exceptions concerning 40 country limitation and security assistance page 1a.)

(d) African Academic (competitively and job selected)

Implementation arrangements for training which involves competitive selection from educational institutions or candidates who can qualify for academic placement will be under a contract or grant with the Association of African Universities (AAU). Non-obligating PIO/Ps will be submitted to AID/W for record purposes.

The AAU has operated the INTERAF program and has the capability to arrange such placement in African educational institutions.

Training falling under this selection and administration approach, which we might designate as INTERAF II, will be those for which no candidates have been identified or who can qualify for admittance to African schools. A contract (or grant) for this training will be negotiated with the AAU in January of each year. AAU will arrange selection in the identified fields directly with AID/Embassy offices and host country officials and will handle all placement and administration in Africa. AAU will be required to report to AID/Embassy and host country offices at least annually on student progress and will advise AID/W on number in training.

(e) African Special (scheduled courses)

Implementation could be through submission of PIO/Ps for third country training to the AID/Embassy office in the country where the training institution is located. Since this might entail too great an administrative burden on the local A.I.D. office, we will explore alternate arrangements, such as using AAU with the assistance of a training advisor or a direct grant to the schools. Information on existing African facilities will be provided to AID/Embassy offices by airgram as facilities are identified.

(f) African Special (tailored courses)

Implementation will be through submission of a detailed airgram to AID/W, Attention: AFR/RA and SER/IT, describing the program, inputs required, costs, etc. After review, AID/W will

advise on program and administrative arrangements. In some cases, these may involve submission of a PIO/T to obtain technical services to help develop and run the program (See exceptions concerning 40 country limitation and security assistance page 1a); in others, it may involve a grant to an African institution to develop and operate the program.

#### 5. Alternate Fiscal Arrangements

In one or two large USAIDs, on a trial basis, funds for implementation of PIO/P and PIO/T type training may be allotted to the USAID for obligation and management. In such cases, program and fiscal reporting to AID/W would have to be assured on a quarterly basis to enable AFR/RA to comprehensively report on project status and progress.

#### B. Implementation Plan

##### First Year\*

Project Approval	- June 1976
AID/W Approv. of training requested (Training plans received previously)	- June 1976
Documentation Submission	- June 1976
Obligations (based on above)	- June 1976

\* AAU and AAI contracts not contemplated.

##### Second Year and Annually Thereafter

Advance Notice from Field	- June
Training Proposal Committees meet in Field	- October/November
Submission Training Plan	- November 30
AID/W Approval Training	- December 31
AID/W Negotiation Contracts AAI/AAU	- January

PIO/P and Airgrams Submitted	- January/March
Obligations	- February/March
Academic Training Begins	- August/September
Special Training Begins	- Various

Planned Performance Network Tracking Chart is attached as Annex C.

B. Financial Analysis and Plan

1. The various financial components of the project are:

a) U.S. Training

- i. Academic: Tuition, maintenance, books, U.S. travel, etc. is estimated at \$7,800 annually where full costs are programmed by A.I.D., and \$5,500 annually where tuition-waivers are provided by U.S. universities through the AAI contract mechanism, excluding international travel.
- ii. Special: SER/IT inclusive costs are \$1,750 per month, excluding international travel.
- iii. International Travel: Payable on the same basis as agreements between A.I.D. Missions and sending countries for participant training as per guidance in AIDTO Circular A-139. It is estimated that international travel will be paid by A.I.D. for 70% of the U.S. training.

Travel costs from Africa to the U.S. average \$750 one way.

b) Africa Training

- i. Academic (INTERAF-type): Tuition, maintenance, books, etc., is estimated at \$2,300 annually.
- ii. Special (Scheduled): Tuition, maintenance, books, etc., estimated at \$400 monthly.
- iii. Special (ad hoc): Funds will be used primarily for hiring U.S. personnel to develop and conduct special training. Costs for maintenance and international travel will be paid by the project if conducted at a regional institution. Maintenance, in-country travel and facilities will be borne by the country for training in-country. An estimated lump-sum of \$180,000 is planned for FY 1976 and \$268,000 for FY 1977 through FY 1981.

2. The numbers of persons which are estimated to begin training continuing students not included are listed below by fiscal year. They are based on the best estimates of AFK/RA based on project inputs to achieve project purposes within the context of African needs as expressed by a number of sources. These numbers are illustrative for budgeting purposes and will vary depending upon the requests contained in annual training proposals.

Number of Persons Beginning Training

	<u>FY 76</u>	<u>FY 77</u>	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>	<u>FY 81</u>
<u>U.S. Training</u>						
Academic (AFGRAD II)	20	80	80	80	80	0
Academic degress	20	80	80	80	80	0
Special (under 6 months)	3	120	120	120	120	120
<u>African Training</u>						
Academic (INTERAF II)	20	40	40	0	0	0
Special (Scheduled courses under 6 months)	0	30	30	30	30	30
Special (ad hoc)	N/A	N/A	N/A	N/A	N/A	N/A

3. Based on these projections the estimated costs of the project are included on the attached table broken down by A.I.D., African country and U.S. university contribution.

C. Economic And Social Analysis

The economic aspects of this project can be analyzed through examination of alternative courses of action. A primary issue is whether graduate training should be provided in African universities rather than the U.S. It is difficult to calculate the cost of establishing and operating an African graduate school due to wide variations, government subsidies and the absence of budgeting data. With few exceptions, there has been limited investment in graduate education in Africa (aside from specialized schools, such as medicine) in recent years. Primary reasons are the high percentage of national budgets already going into formal education and limited African faculty requiring recruitment of expatriates.

Many universities (in Ethiopia and Sierra Leone, for instance) are emphasizing outreach programs at the undergraduate level rather than investment in graduate facilities.

On the other hand, U.S. graduate schools desire African students and have either surplus capacity or are willing to make space available for overseas students. Over 200 U.S. schools are willing to provide tuition-free waivers for African students who are selected on a competitive basis (this arrangement has been arranged and organized by AAI).

Based on the above limited analysis, we do not believe it would be cost effective to use these funds for the establishment of African graduate institutions. Persons will be programmed, however, to utilize existing African schools whenever appropriate educational programs are available.

The same approach will be used in the case of programming special students. Existing special programs in Africa and the U.S. will be used whenever available. Special programs will be set up only when addressing high priority fields and will be arranged on a regional basis to the extent possible. The economic and social loss to Africa of the potential brain-drain in the past has been over-training in a specialty which commands high salaries in the U.S. such as medicine or where facilities do not exist in a less developed country such as nuclear chemistry. Another cause has been rejection of the tribal or national group by the Government as in the case of Ibos in Nigeria and Asians in Uganda. The design of this project relates training closely to less developed country needs and will prevent over-training. It is difficult to predict future

political problems within Africa so this problem, although minimal, cannot be avoided.

The inclusion of special training and academic training for persons already employed by African governments will greatly reduce the recurrent budget impact of employment of persons trained under this project compared to educating students who must be employed upon their return. However, the return of persons who were not previously employed usually has a positive economic effect since the Africans often replace expatriates who are employed at considerable higher cost.

Integration of women into project selections will be addressed in Annual Training Proposals. There are no adverse environmental consequences from this training project.

#### C. Evaluation Arrangements

##### AID Office/Embassy Actions

Evaluation comments should be a part of the Annual Training Proposal since the most useful evaluation of participant training is a continuous process which is integrated into the training program. Evaluative comments will include the content of the training to determine whether the training as specified and scheduled was in fact provided to the participant.

The ultimate evaluation of training is the presentation of evidence that after completion of training, the participant does in fact perform development related functions over a period of time (year 1, 2, 3, etc.) in the manner specified in the training documentation.

A.I.D./Embassy officers should ascertain by review of training proposals, progress reports and participant comments that the kind and amount of training specified is provided to the participant. This verification of training content should be a continuous process which takes

place for the duration of the individuals' training.

The project related accomplishments of returned participants should also be a major concern. The absence of significant participant effect on sector or activity goals should be a signal for review and re-negotiation of project arrangements or revision of training management procedures. During the life of the project evaluation information should be obtained and submitted by the AID/Embassy on which a judgment can be based that the training is accomplishing what it was intended to do. This will require periodic surveys of returned persons from which information can be drawn to assist in selection of other persons and bring about program improvements. Consideration will be given to provide assistance, if required, to AID/Embassy offices in tracing persons trained after their return to determine whether the training is being used and what they are doing.

#### AID Action

Project Appraisal Reports will be prepared annually by the AID/W Project Officer based on evaluation received from AID/Embassy offices and reports received from contractors. An airgram request for field (AID/Embassy) comments will be sent in July of each year to be used in a PAR to be prepared by September 30, prior to the submission of Annual Training Proposals.

One aspect of the evaluation will be the validity of a Bureau-wide project for achieving project purposes as compared to other alternatives for achieving the same purposes.

Further evaluation of all aspects of this project will take place by an outside evaluator at the end of 2½ years of project operation at which time adequate experience should have been obtained. This evaluation will include selection processes, appropriateness of training arrangements, return rate, utilization of training, and other factors.

ESTIMATED AID COST\* OF

Table 1.

AFRICA MANPOWER DEVELOPMENT PROJECT

U. S. Training	FY 76		FY 77		FY 78		FY 79		FY 80		FY 81	
	No.	Amount	No.	Amount	No.	Amount	No.	Amount	No.	Amount	No.	Amount
Academic (AFGRAD II)												
New	20	110 <sup>1/</sup>	80	440	80	440	80	440	80	440	-	-
Continuing	-	-	20	107 <sup>6/</sup>	80	430	80	430	80	430	80	430
Administrative Costs		38		191		305		305		305		151
Academic (Fully Funded-Degrees)												
New	20	136 <sup>2/</sup>	80	624	80	624	80	624	80	624	-	-
Continuing	-	-	20	171 <sup>7/</sup>	80	684	80	684	80	684	80	684
Special (under 6 mos.)	3	20 <sup>3/</sup>	120	930	120	930	120	930	120	930	120	930
<u>Africa Training</u>												
Academic (INTERAF II)												
New	20	46 <sup>4/</sup>	40	92	40	92	-	-	-	-	-	-
Continuing	-	-	20	40	60	120	100	206	80	172	40	92
Administrative Costs	-	6		18		30		29		24		13
Special - scheduled (under 6 mos.)	-	- <sup>5/</sup>	30	78	30	78	30	78	30	78	30	78
Administrative Costs	-	-	-	11	-	11	-	11	-	11	-	11
Special (ad hoc)	-	24	-	250	-	250	-	250	-	250	-	268
Manpower Planning		-		18		18		18		18		-
TOTAL		400		2970		4012		4005		3966		2657
8% Inflation				238		321		320		317		213
GRAND TOTAL		400		3208		4333		4325		4283		2870

\*Cost in thousands of dollars  
1/ - 7/ Footnotes attached

FOOTNOTES

- 1/ \$5,495 per student.
- 2/ \$7,800 per student.
- 3/ \$1,750 per month times average length of request to date (4 months) plus one way travel (\$750) per trainee.
- 4/ \$2,300 per student.
- 5/ \$400 per month times average length of request to date (5 months) plus two way travel (\$600) per trainee.
- 6/ \$5,370 per student.
- 7/ \$7,800 plus one way travel (\$750) per year.

SUMMARY COST ESTIMATE AND FINANCIAL PLAN  
( US \$ 000 )

PROJECT PAPER

Source	AID		Host Country		Other(s)+		Total
	FX	IC	FX	IC	FX	IC	
Academic Training	9,256	860	1,100	800			16
Special Training	5,684	1,192	1,100	1,500			9,476
Administrative Costs	1,295	186	300	200			1,981
Manpower Planning	72	-	-	-			72
Inflation factor	1,200	209	-	-			1,409
Contingency	-	-	-	-			
Total	17,507	2,447	2,500	2,500			24,954

Table 3

**Comparative Educational Status of  
Africa and Other Continents**

**I. Number of Students Per 10,000 Inhabitants**

<u>Continent</u>	<u>1960</u>	<u>1970</u>
Africa	7	12
Asia	27	48
Latin America	27	57
Europe	73	135
Oceania	98	159
North America	190	402

**II. Ratio of Student Numbers to Total 20-24 Year-Old Age Group:  
Enrollment Ratio (as percentages)**

<u>Continent</u>	<u>1960</u>	<u>1970</u>
Africa	0.8	1.4
Asia	2.8	5.7
Latin America	3.2	6.7
Europe	8.8	17.8
North America	30.6	48.0

Annual Training Proposal  
for African Manpower Development Project

Country: \_\_\_\_\_

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

1. Summary of Proposal

- A. Content and Broad Objectives by Sectors Proposed
- B. Priority Skills Bottlenecks
- C. Relation of Training Proposal to AID country Program and total Country Development
- D. Relation to Poor Majority and Integration of Women
- E. Plans for Selection
- F. Evaluation Comments on Prior Years

2. Training Requested - (breakdown under following headings)

a) U.S. Training

- i) Academic (AFGRAD II)
- ii) Academic (job-related degrees)
- iii) Special (under six months)

b) Africa Training

- i) Academic (INTERAF II)
- ii) Special (Scheduled courses under six months)
- iii) Special (ad hoc)

Number

Field

Duration

(under each item include brief comment on need for skills and job relationship (utilization) of training, justification of degrees, selection plans and availability of persons for training)

3. Host Country Contribution

Contributions in terms of international travel, payment of salaries, and support of families while in training, and contributions in kind should be estimated.

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

Line of Project  
From FY 76 to FY 82  
Total U.S. Funding 19,584,000  
Date Prepared: 1/15/76

Project Title & Number: African Manpower Development 698-11-690-384

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS																																																								
<p><b>Program or Sector Goal:</b> The broader objective to which this project contributes:</p> <p><b>To increase the availability of qualified trained African manpower for priority development areas.</b></p>	<p>Measures of Goal Achievement:</p> <p>The numbers of indigenous Africans selected, trained and returned to their countries prepared to assume responsible positions in priority development areas.</p>	<p>Records of persons completing training and returning to their home countries available in AID:SER/IT and with the administering organizations. Follow-up reports by AID Missions/Embassies on caliber of work performed by returnees.</p>	<p>Assumptions for achieving goal targets:</p> <ol style="list-style-type: none"> <li>1. Africans will agree to return to their homes after training.</li> <li>2. Positions will be offered in their home countries which will utilize African skills obtained in training.</li> <li>3. Africans will be available who qualify for selection in the various training areas.</li> </ol>																																																								
<p><b>Project Purpose:</b></p> <p>To meet critical development requirements for managerial and technically skilled manpower in African countries by providing training in Africa and the U.S. The training will increase and enhance African contributions to economic and social development with emphasis on fields most relevant to programs that will benefit the poor majority.</p>	<p>Conditions that will indicate purpose has been achieved: End of project status.</p> <p>1530 Africans have been trained in priority fields and are effectively employed using those skills.</p>	<ol style="list-style-type: none"> <li>1. Institution Records</li> <li>2. Contractor/Grantee reports and records.</li> <li>3. SER/IT records</li> <li>4. US AID Evaluation and follow-up.</li> </ol>	<p>Assumptions for achieving purpose:</p> <ol style="list-style-type: none"> <li>1. African Governments will identify and provide salary for critical positions which will be filled by participants.</li> <li>2. Participants will return to positions.</li> <li>3. African Governments will continue to support inter-African training</li> <li>4. AID Offices/Embassies will be able to handle project management with authorized personnel.</li> </ol>																																																								
<p><b>Outputs:</b></p> <ol style="list-style-type: none"> <li>1. U.S. Academic Training (scholarship and job-connected):             <ol style="list-style-type: none"> <li>(a) pre- and post-project training for graduate or special undergraduate persons</li> <li>(b) graduate degree programs for future university staff and government ministries.</li> </ol> </li> <li>2. U.S. Special Programs (non-degree):             <ol style="list-style-type: none"> <li>(a) short term scheduled training in U.S.</li> </ol> </li> </ol> <p style="text-align: right;">(continued pg. 2)</p>	<p>Magnitude of Outputs:</p> <ol style="list-style-type: none"> <li>1. (a) U.S. Academic and Special Training: 80 per year</li> <li>(b) U.S. Graduate Degree Training: 80 per year</li> <li>2. Four Hundred Eighty (480) person months scheduled short term U.S. per year.</li> <li>3. African Academic (all): 40 per year.</li> <li>4. One Hundred Fifty (150) person months special training in</li> </ol> <p style="text-align: right;">(continued on pg. 2)</p>	<p>Contractor/Grantee Reports and Records US AID/Embassy Reports</p>	<p>Assumptions for achieving outputs:</p> <ol style="list-style-type: none"> <li>1. Sufficient students for selection into programs.</li> <li>2. Spaces will be available at African/US institutions.</li> <li>3. Participants complete programs in prescribed periods.</li> </ol>																																																								
<p><b>Inputs:</b></p> <ol style="list-style-type: none"> <li>1. AID funding for student, administrative and support costs.</li> <li>2. U.S. university tuition waivers.</li> <li>3. Non-RLDC African countries payment 25% share of cost.</li> <li>4. All African countries funding salaries.</li> <li>5. African university provide semi-subsidized places.</li> <li>6. In kind training facilities in Africa.</li> </ol>	<p>Implementation Target (Type and Quantity)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">AID (\$000)</th> <th style="text-align: center;">FY76</th> <th style="text-align: center;">FY77</th> <th style="text-align: center;">FY78</th> <th style="text-align: center;">FY79</th> <th style="text-align: center;">FY80</th> <th style="text-align: center;">FY81</th> </tr> </thead> <tbody> <tr> <td>Proj. Admin. 2055</td> <td style="text-align: center;">220</td> <td style="text-align: center;">346</td> <td style="text-align: center;">345</td> <td style="text-align: center;">340</td> <td></td> <td style="text-align: center;">175</td> </tr> <tr> <td>Training</td> <td style="text-align: center;">380</td> <td style="text-align: center;">2732</td> <td style="text-align: center;">3648</td> <td style="text-align: center;">3642</td> <td style="text-align: center;">3608</td> <td style="text-align: center;">2482</td> </tr> <tr> <td>Manpower</td> <td style="text-align: center;">-</td> <td style="text-align: center;">18</td> <td style="text-align: center;">18</td> <td style="text-align: center;">18</td> <td style="text-align: center;">18</td> <td style="text-align: center;">-</td> </tr> <tr> <td>Planning</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Inflation</td> <td style="text-align: center;">-</td> <td style="text-align: center;">238</td> <td style="text-align: center;">321</td> <td style="text-align: center;">320</td> <td style="text-align: center;">319</td> <td style="text-align: center;">213</td> </tr> <tr> <td>Host Country (\$000)</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Intl. Trav. Salaries and other Contrib.</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	AID (\$000)	FY76	FY77	FY78	FY79	FY80	FY81	Proj. Admin. 2055	220	346	345	340		175	Training	380	2732	3648	3642	3608	2482	Manpower	-	18	18	18	18	-	Planning							Inflation	-	238	321	320	319	213	Host Country (\$000)							Intl. Trav. Salaries and other Contrib.								<p>Assumptions for providing inputs:</p> <p>Adequate funds on annual basis.</p>
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PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

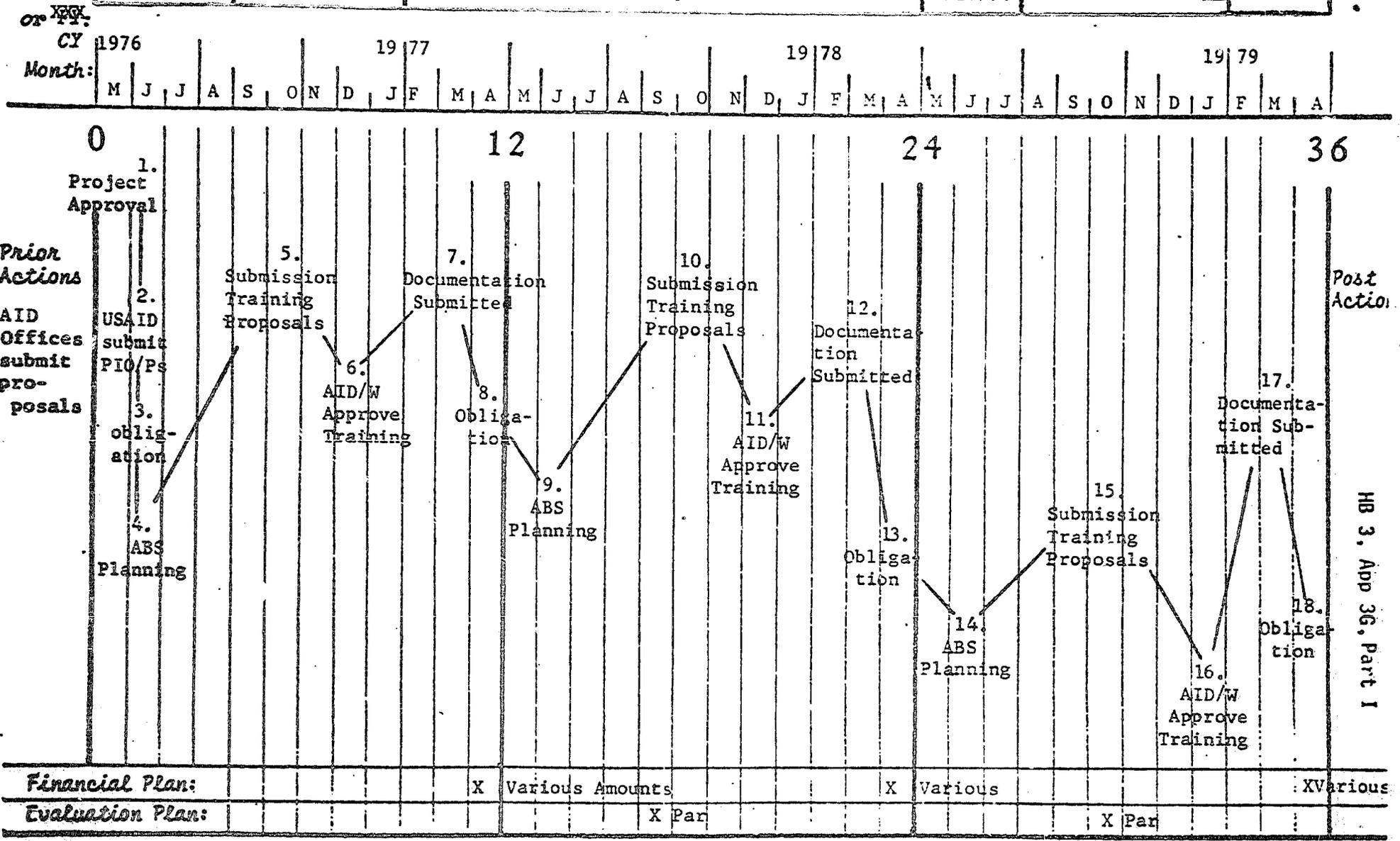
Life of Project: Annex B  
From FY \_\_\_\_\_ to FY \_\_\_\_\_  
Total U S Funding \_\_\_\_\_  
Date Prepared: \_\_\_\_\_

Project Title &amp; Number: \_\_\_\_\_

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<b>Program or Sector Goal:</b> The broader objective to which this project contributes:	Measures of Goal Achievement:		Assumptions for achieving goal targets:
<b>Project Purpose:</b>	Conditions that will indicate purpose has been achieved: End of project status.		Assumptions for achieving purpose:
<b>Outputs: (continued)</b>  3. African Academic Training (scholarship and job-connected) (a) sector and pre- and post-project training. (b) undergraduate and graduate programs.  4. African Special Programs (non-degree) (a) specially arranged courses in country. (b) specially arranged regional courses in Africa.	Magnitude of Outputs: (continued)  4. - continued -  in country and elsewhere in Africa.		Assumptions for achieving outputs:
<b>Inputs:</b> courses in Africa.	Implementation Target (Type and Quantity)		Assumptions for providing inputs:

FFI INV  
(May be Expanded as Appropriate)

Country: Regional	Project No: 698-0384	Project Title: African Manpower Development	Date: 4/26/76	/X / Original / / Revision #	PPT appr:
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HB 3, App 36, Part I

PROJECT PERFORMANCE NETWORK

PPT FORM

Country: Regional	Project No: 698-0384	Project Title: African Manpower Development	Date: 4/26/76	X / Original / / Revision #	Apprvd:
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CPI DESCRIPTION

1. Project Approval will be necessary in early May to accomplish FY76 obligations.
2. USAID and Embassy offices will submit PIO/Ps in June to assure obligation.
3. Obligation by June 30, 1976.
4. Plans for FY77 project requirements will need to be received by June 30 for inclusion in AFR/RA ABS for budgetary purposes.
5. Training proposals will be submitted by October/November for AID/W review and response to field.
6. AID/W Review of training proposals will be completed by December 31 of year.
7. PIO/P and other documentation submitted by 3/31 for academic placement.
8. Obligations by April for placement.