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August 22, 1980

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ACTION MEMORANDUM FOR THE DEPUTY ASSISTANT ADMINISTRATOR FOR FOOD AND NUTRITION, BUREAU FOR DEVELOPMENT SUPPORT

FROM: DS/RAD, Jerome French *mf*

Problem: DS/RAD requires urgent assistance in preparing the documents necessary to hold training workshops for a number of USAIDs interested in sharing the results and lessons from recent DS/RAD funded management training and development experiences.

Discussion: The Agricultural Sector Implementation Project (ASIP, 931-0209) is an applied research program largely funded by the Office of Rural Development and Development Administration (DS/RAD) and implemented by Public Administration Service (PAS) to test a model for improving agricultural planning and management performance. The objectives of the model are (1) to identify, through field research, practices that have been successfully applied to overcome agricultural development problems, (2) to disseminate to planners and managers, through training or other means, the products of the field research, and (3) to provide follow-up consultation and support to applying successful planning and management practices to specific agricultural activities.

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The specific value of the management skills training which has been the major activity of the ASIP project in Nepal and Egypt is due in large part to the fact that it develops skills and habits that are very much needed and are basic to most management work. In this respect, ASIP training is a very effective "opening wedge" or "base-builder" for a more specifically-targeted, comprehensive program for improving institutional and individual performance in planning and managing development activities. What is required however, and the major lesson of the project, is that the ASIP model needs to be strategically applied in each country to respond to specific priorities within the context of the over all planning and management process.

In order to further this objective and in response to mission interest in ASIP and other recent DS/RAD funded management training and development experience, DS/RAD proposes a set of two-day workshops. DS/RAD has amended the PAS contract so that these seminars could emphasize mission needs for management development rather than a given approach to management development. To date, two missions have indicated definite willingness to host these seminars (Liberia and Philippines); three others have indicated strong support (Costa Rica, Santo Domingo, and Cameroon). The two-day seminars will be conducted from late August to late September followed by a two-day workshop in Washington. All activities under the PAS contract must be terminated by September 30, 1980.

The workshop objectives are set forth below.

(a) Disseminate lessons and findings of ASIP and other AID-sponsored management development activities nearing or having reached end of pilot/field research phase. Most of these activities have been targeted to improve institutional performance in planning and managing rural development activities at national and sub-national levels and include experience from Egypt, Nepal, Ghana, Jamaica, Chad and Indonesia.

(b) Review applications of this experience to present and anticipated mission requirements and priorities for support in strengthening management performance within mission projects and among national and sub-national institutions.

(c) Obtain mission recommendations and priorities to guide AID/W in considering field service and support activities in public program and project management.

Given competing workload demands, DS/RAD does not have the staff available to carry out this one time task within the timeframe and with the in-depth degree of professional analysis required. Accordingly, this work must be contracted out.

It would be extremely important that the contractor understand the objectives of this office in the area of management training, has some experience with AID activities in this area, and knows the AID system, in order to participate in these seminars. The individual would also have to have French and Spanish language capability. One such individual who we feel is highly qualified for the above set of activities is Thomas Murray. Murray, who is both fluent in Spanish and French, was originally recruited by the DPMC of USDA to organize the Management Training Center in Chad. Murray knows the AID system well and through interim consulting with the DPMC following the Chadian demise, has become very familiar with AID management training experience. (He has been selected to work with the Government of Zaire to organize an AID funded training center in Kinshasa.) Murray has indicated to us that he is available for this assignment and that his fee would be \$150.00 per day for 45 days. PAS has agreed to reimburse Murray for any travel expenses related to his performance of these activities. These would include international airfare, per diem and all in-country miscellaneous expenses.

The attached draft purchase order describes in detail the tasks to be performed by Mr. Murray.

Recommendation: That you approve and authorize the funding of \$6,750 from Program Development and Support (DA) project number 936-5310, budgeted in the DS/RAD FY 1980 OYB for a purchase order to procure the documents and reports necessary to hold these training workshops.

Approved: [Signature]

Disapproved: _____

Date: 9-3-80

Attachment: Draft Purchase Order

Clearnces:

DS/RAD:PFritz [Signature] Date: 8/22/80
DS/RAD:JGelb [Signature] Date: 8/22/80
DS/PO:ASilver [Signature] Date: _____
DS/PO:BChapnick [Signature] Date: 8/28/80

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8/19/80