

AGENCY FOR INTERNATIONAL DEVELOPMENT
PROJECT IDENTIFICATION DOCUMENT
FACESHEET (AID)

1. TRANSACTION CODE A = 1
Revision No. _____
DOCUMENT CODE 1
C = Change
D = Delete

2. COUNTRY/ENTITY
INDIA

3. PROJECT NUMBER
386 - 0487

4. BUREAU/OFFICE
ASTIA A. Symbol B. Code
04

5. PROJECT TITLE (maximum 40 characters)
Development and Management Training

6. ESTIMATED FY OF AUTHORIZATION/OBLIGATION/COMPLETION
A. Initial FY 82
B. Final FY 84
C. PACD 87

7. ESTIMATED COSTS (\$000 OR EQUIVALENT, \$1 =)

FUNDING SOURCE		LIFE OF PROJECT
A. AID		6,000
B. Other U.S.	1. _____ 2. _____	
C. Host Country		2,000
D. Other Donor(s)		8,000
TOTAL		

8. PROPOSED BUDGET AID FUNDS (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE		D. 1ST FY 82		E. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
1) EH	663 B	690		3,000		6,000	
2)							
3)							
4)							
TOTALS				3,000		6,000	

9. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)
710 720 721

10. SECONDARY PURPOSE CODE
665

11. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)
A. Code B. Amount

12. PROJECT PURPOSE (maximum 480 characters)

Strengthen the managerial and technical capabilities of primarily public sector manpower resources devoted to mutually shared GOI/AID development priorities

13. RESOURCES REQUIRED FOR PROJECT DEVELOPMENT

Staff:
USDH Training Officer (Program Officer)

Funds

14. ORIGINATING OFFICE CLEARANCE
Signature: Priscilla M. Boughton
Title: Director USAID/India
Date Signed: MM DD YY

15. DATE DOCUMENT RECEIVED AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION
MM DD YY

16. PROJECT DOCUMENT ACTION TAKEN
 S = Suspended CA = Conditionally Approved
 A = Approved DD = Decision Deferred
 D = Disapproved

17. COMMENTS

18. ACTION APPROVED BY
Signature: _____
Title: _____

19. ACTION REFERENCE

20. ACTION DATE
MM DD YY

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I. Project Description

A. Background

USAID/India has a long history of involvement in training and manpower development for policy makers and technical personnel at various levels in the Government of India. Since the first training program began in 1951, approximately 6,200 participants have been trained in the U.S. The last project of this type ended in 1972. A Development Training project was designed in 1971, but was not authorized largely due to the termination of the USAID program in India.

Most of the earlier training programs emphasized academic training for personnel at all levels of government, as well as semi-public entities and universities. Most received degrees in such diverse fields as industrial relations, labor management, credit, agricultural sciences, population and personnel management. The broad range of fields reflected the scope of our AID program, which, particularly in the 1960's, was a large, multi-sector portfolio.

Since the resumption of the AID program in 1978, training of government personnel has been a growing activity. From a level of 6 participants in 1979 (all centrally-funded), USAID estimates 90 participants will be programmed for training in the U.S. and third countries during FY 82 attending both short-term training and academic programs at universities and institutes. These participants will be financed under individual bilateral projects.

This steady increase in training activity reflects a perception by both the GOI and USAID that training is a highly cost-effective means of technology transfer. However, for it to remain so, it is necessary to have a mechanism which can respond flexibly and with shorter lead-times for

training opportunities than may be afforded by USAID's other bilateral projects. In addition, there is a need for a project which can finance transfer of core technical and management skills in anticipation of new bilateral activities which may begin over the CDSS five-year planning time-frame. This would permit the GOI to capture the benefits of training earlier in both subsequent project design and implementation.

The GOI places high value on the training opportunities available from U.S. institutions, particularly in the agricultural and health fields where skill levels at middle-level positions in both public and private sector institutions are relatively thin.

Although India has a substantial cadre of trained manpower, some of it the result of earlier AID training efforts, intensification of development activities in irrigation, health service delivery, fertility regulation, energy development, and management of natural resources have revealed additional technology requirements which can best be achieved through specialized training. Some of it involves introduction of new skills to project managers and line staff; however, most of it concentrates on updating the existing level of skills. The bilateral project proposed here will permit both USAID and the GOI greater flexibility in gaining access to U.S. technology for upgrading primarily public sector manpower resources and as appropriate in certain private sector institutions.

B. Detailed Description

The Development and Management Training project will provide both overseas and in-country training, mostly non-academic, for GOI officials at the Centre, from selected State Governments, public undertakings/ corporations and, in a limited number of cases, selected private sector entities in both the private voluntary and corporate sectors.

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Up to 200 person-months of academic training for approximately 12 individuals and 380 person months of non-academic, specialised short-term courses for up to 95 individuals will be provided in the U.S., or if appropriate, a third country.

Within India, teams of technical experts from the U.S., Third countries, and India itself will be contracted to provide special workshops or short courses (4-6 weeks) on-site which respond to specific training needs of a ministry or of field personnel managing a government project. These teams may also be brought in to assist in developing training curricula and procedures in a technical area to service the ongoing skills needs of public/private sector institutions. Up to 150 person months of this type of training and training assistance may be provided. Finally, the project will support 185 person months for up to 45 participants to attend short courses at specialized institutes in India.

The purpose of the project is to strengthen the managerial and technical capabilities of primarily public sector manpower resources devoted to mutually shared GOI/AID development priorities. The primary indicator for measuring achievement of purpose is that returned participants will be working in positions where new technologies and skills acquired from training are being directly applied. Moreover, some impact on the analytical, implementation and technical skills in the operations of the relevant agencies will be discernible initially by the quality of program and implementation planning documents being issued.

The project will provide training opportunities for which funding has not been included in current AID-assisted projects, or for which an appropriate project does not exist to finance it. Because of the large scope of India's manpower development need, this project will focus resources on

Center and State level personnel in government, public and quasi-public entities (including academic institutions) with which USAID has most regular contact in the planning and implementation of U.S. foreign assistance to India. To the extent practical, training courses and participants will be selected which have greatest relevance to the geographic concentration of USAID-assisted programs. As appropriate, individuals from private sector companies or non-profit private voluntary organizations will also be considered for training. We anticipate that a significant increase in managerial and technical expertise will be evident in those government offices and public, quasi-public and private institutions whose personnel receive training. Currently, the Department of Economic Affairs (DEA) requires each public sector participant to sign an agreement to serve the GOI for a minimum time-period depending upon the type of training received. In case a participant fails to return to India after completing a training program, he/she is required to reimburse all expenses incurred in connection with that program. USAID will establish a working group with DEA to develop appropriate commitment guidelines for participants under this project. USAID will develop an approach with GOI entities receiving training to establish a system for holding in-house workshops to "echo" relevant parts of that training to other staff. It is assumed that the GOI will support a strong in-house personnel development program and will provide sufficient financial and work-incentives to retain services of qualified personnel.

The output of the project will be those individuals trained in selected fields within the broad areas of food production and employment, fertility and mortality reduction, and forestry/watershed management, with limited training in courses of special interest outside of the primary program areas. Examples of technical areas where USAID has determined

training is needed are listed in Table III. A major advantage of this project will be the flexibility it also offers to personnel from the private sector (corporate, PVO, academic) who might otherwise not find training opportunities through the regular bilateral portfolio. In both public and private sector, the project will recruit mainly from senior and middle level staff, while India-based training will also include field-based line personnel.

The project will emphasize short-term, non-academic specialized training, workshops, seminars and observation tours. This should ensure that participants receive training directly relevant to their needs in a concentrated time frame and return to their parent institutions to apply new skills and technologies acquired. Academic training in the U.S., will be confined to one to two year Master's programs at universities. No Ph.D training will be financed under this project. An average of 35-40 participants will be selected per year to participate in both the short-term and academic programs, outside of India. Workshops and seminars conducted in India by contract teams may reach 200 - 300 trainees.

As mentioned above, USAID and DEA will form a working group to establish specific criteria and procedures for selection of training courses and selection of participants. Tables I and III outline in general terms the type and functional areas for training. Participants will be selected in accordance with work experience in the field to be trained, relevance of current duties to present and planned USAID-assisted activities in India, previous academic training, facility with the English language, and other age and health standards. USAID will collaborate actively with counterparts in institutions at both the State and Center to develop training packages which directly complement USAID-assisted activities in India, and present

these for working group review. The working group will also serve as a clearinghouse for unsolicited course announcements received from U.S. and Indian institutions and determine their eligibility for funding under the project. Finally, the working group will develop a reporting system which will monitor the application of newly acquired skills when trainees return to their parent organization. Such data will form the basis for annual evaluations to determine the relevance and effectiveness of the training itself and its spread effect.

An AID grant of \$ 6,000,000 will be required to support the project. GOI counterpart contribution of \$ 2.0 million will provide for in-country transportation to Delhi or to the domestic training site, in-transit lodging meals and other miscellaneous expenses, salaries and benefits of the participants, and miscellaneous costs.

C. Project Beneficiaries

The immediate beneficiaries of the project are the participants themselves. However, the ultimate long-term beneficiaries will be predominantly rural population of India who will gain in terms of more effectively planned and administered development programs at the village level. The training should be viewed as a way to increase public sector institutional capacity to respond to and manage increasing levels of demand by the poor as Government increases its investments in rural development. A well focussed training program can significantly influence both the style and quality of development administration.

The Development and Management Training Project will support training of those public sector and government officials (and, to a lesser degree, private sector personnel) who possess the necessary leadership and authority to translate newly acquired technologies and skills in resolution

of basic rural development problems. The anticipated spread effect is based on the extent to which returned participants can or will choose to exercise leadership roles in applying newly gained knowledge and skills and in echoing these skills to co-workers. In the selection of training courses, preference will be given to programs where potential for spread effect is high by virtue of the course content and the participant's position in the host government.

D. Alternatives to the Project

A reasonable alternative to the project which may serve the same general purpose would be inclusion of the training to be financed by this activity within individual bilateral projects in the Mission's portfolio. However, in designing such project it is not always possible to identify and budget for every training requirement years in advance. Training opportunities frequently arise which both AID and the GOI deem important, but which may not fit within the scope of an existing bilateral project. New and often innovative courses are regularly announced by AID/W and U.S. universities which cannot be anticipated making it difficult to plan and budget for them under other bilateral activities. These factors necessitate the GOI and AID develop a mechanism with sufficient flexibility to respond special training needs as they arise.

II. Relationship of the Project to the CDSS and to Host Country Priorities

Training courses supported by the Development and Management Training Project will be consistent with the strategy objective established in the CDSS. The project will support training in the priority program areas of food production and rural employment, fertility and mortality reduction and forestry/watershed management, which complement training to be carried out in other bilateral projects. Table III outlines the training areas

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in general terms. In addition to specialized topical areas, each of the program areas allocates training resources to more generalized courses emphasizing management and administration, and policy planning and analysis. Finally, up to 15% of project funding may be reserved for training programs of special interest (e.g. Women & Development, Energy, Public Policy Development, Financial Management, Disaster Forecasting and Management, etc) to both USAID and the GOI which are not contemplated by the other program categories (Table III). The USAID/DEA working group will assess the relevance of all proposed training programs to USAID's Country Strategy and the GOI's Five Year Plan priorities and recommend which should receive support.

The project will also directly address GOI concerns over the need to strengthen planning and implementation systems within the government. In particular, the GOI has identified improvement in project management systems involving enhancement of both technical and administrative skills as critical at both Center and State levels. To this end, the GOI has allocated \$ 2.5 million for training its own staff over the Fifth Plan period.

III. Discussion of AID Policy Issues:

We have not identified any special policy issues for AID consideration.

IV. Estimated Project Cost

a. GOI

The costs of all in-country travel and all other expenses (eg. passports, visas, etc) incidental to either overseas or domestic travel will be borne by the Government of India. In addition, the GOI will continue to defray salaries, benefits, and allowances of personnel in training status.

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The estimated GOI contribution over the 5 year project life is \$ 2.0 million.

b. AID

AID's financial input to the project will consist of payment for training expenses including tuition, books, health and accident insurance, per diem/subsistence allowance, international travel, domestic travel in the U.S., third country or field visit travel in India, over head and related support. AID will also finance costs of contract teams, either U.S. or India, who will provide specialized workshops or seminars in India.

V. Project Preparation Strategy

No consulting services or other external resource requirements will be necessary to prepare the Project Paper. The Mission and the GOI will collaborate on a final design establishing a working group to develop procedures for selecting courses and participants and identifying areas where consultant teams will be brought in for in-country training. It is recommended the USAID/India approve the project.

VI. Initial Environmental Examination

Project funds will be expended on training programs in India, the U.S. and possibly third countries. Most of the training will be in the U.S. Technical services will also be AID-financed to assist in-country training efforts. Activities planned will not have an effect on the natural and physical environment. The project is therefore consistent with AID environmental procedures 216.2(c)(1)(i) and 216.2(c)(2)(i) respectively which categorically exclude training programs from any further environmental action.

Cost Estimates by Type of Training are as follows:

TABLE I

Cost Component	(a)	(b)	(c)	(d)	(e)	(f)	(g)
	Person Months	Unit Cost	Sub Total (a+b)	No. of Parti- cipants	Travel	Sub Total (d+e)	Grand Total (c+f)
U.S./Academic/degree	200	1,850	370,000	12	2,350	28,200	398,200
U.S./Non-Acad/short-term	380	3,900	1,482,000	95	2,350	223,250	1,705,250
India/Non-Acad./short-term	185	825	152,500	45	-	-	152,500
U.S/3rd country/Indian Consultant teams	150	10,000	1,500,000	-	-	-	1,500,000
Evaluation	(1)	10,000	10,000	-	-	-	10,000
Inflation (15%/year)	-	-	-	-	-	-	1,974,010
Contingency (5%)	-	-	-	-	-	-	260,040
Total:	1130	-	3,514,500	157	-	251,450	6,000,000

TABLE II

Summary Cost Estimate and Financial Plan

FY 1982 - FY 1986

(US \$ 000)

Source	AID		Host Country		Total	
	FX	LC	FX	LC	FX	LC
Use:						
1.Participant Training	1,852	153		250	1,852	403
2.Participant Travel	251			50	251	50
3.Consultant Team Trg.	1,500				1,500	
4.Participant salaries & (Misc.Allowances)				1,700		1,700
5.Project Evaluation		10				10
6.Inflation (15%/yr)	1,974 ^{a/}				1,974	
7.Contingency (5%)	260				260	
	5,837	163		2,000	5,837	2,163

a/ Inflation factor is calculated on both AID FX and LC components.

TABLE III

ILLUSTRATIVE FUNCTIONAL DISTRIBUTION OF TRAINING PROGRAMS

<u>PROGRAM AREA</u>	<u>PERCENT</u>
<u>1. FOOD PRODUCTION AND RURAL EMPLOYMENT:</u>	50
a) <u>Crop Production Technologies</u> , including agronomic science training, seed development, pest and disease control, hydrology, and irrigation technologies.	(15)
b) <u>Post Harvest Handling</u> , including marketing, storage and distribution. Also could include cooperative development and farmer organization development and management	(10)
c) <u>Off-farm Enterprise Development</u> , including credit management	(5)
d) <u>Agricultural Education</u>)
e) <u>Agricultural Economics, Rural Development, and Policy planning</u>) (10)
f) <u>General Development Administration and Management techniques</u> for agricultural production.	(10)
<u>2. FERTILITY AND MORTALITY REDUCTION:</u>	25
a) <u>Training in Operations Research Methodologies</u>)
b) <u>Fertility Regulation Technology</u>)
c) <u>Social Service Delivery Systems</u>)
d) <u>Nutrition Science; Nutrition Program Management</u>) (20)
e) <u>IEC Methodology, Logistics Management</u>)
f) <u>Epidemiology</u>)
g) <u>Development Administration, Policy Planning/Analysis & Management Techniques</u>	(5)
<u>3. FORESTRY/WATERSHED MANAGEMENT</u>	10
a) <u>Upland Agricultural Technology</u> , including upland crop development, soil stabilization and conservation, and dendro/bio-mass resources production	(5)
b) <u>General Development Administration, Policy planning/analysis and Management techniques</u> for forestry and watershed management.	(5)
<u>4. GENERAL TOPICS</u>	15
(including Women in Development, Conventional and non-Conventional Energy Training, Public Policy development and Analysis, Financial Management, Environmental Management, Disaster Forecasting and Management)	(15)
TOTAL	<u>100</u>