

PD ABP-475
14955

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT DATA SHEET

1. TRANSACTION CODE

A = Add
 C = Change
 D = Delete

Amendment Number

1

DOCUMENT CODE

3

COUNTRY/ENTITY

MALAWI

3. PROJECT NUMBER

612-0230

4. BUREAU/OFFICE

AFRICA

5. PROJECT TITLE (maximum 40 characters)

Human Resources and Institutional Development

6. PROJECT ASSISTANCE COMPLETION DATE (PACD)

MM DD YY
10 9 3 0 9 5

7. ESTIMATED DATE OF OBLIGATION

(Under "B" below, enter 1, 2, 3, or 4)

A. Initial FY 1817

B. Quarter 4

C. Final FY 912

8. COSTS (\$000 OR EQUIVALENT \$) =

A. FUNDING SOURCE	FIRST FY 87			LIFE OF PROJECT		
	B. FY	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total						
Grant	3,706	.118	3,824	16,740	1,260	18,000
Loan	3,706	.118	3,824	16,740	1,260	18,000
Other						
U.S.						
Host Country					1,785	1,785
Other Donors						
TOTALS	3,706	.118	3,824	16,740	3,045	19,785

9. SCHEDULE OF AID FUNDING (\$000)

A. APPROPRIATION/PURPOSE CODE	B. PRIMARY TECH CODE	D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) ARDN		2,515				2,515	
(2) HN		1,309				1,309	
(3) DEA		14,176				14,176	
(4)							
TOTALS		18,000				18,000	

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)

11. SECONDARY PURPOSE CODE

12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)

A. Code

B. Amount

13. PROJECT PURPOSE (maximum 480 characters)

- To strengthen, broaden and improve the efficiency of Malawi's post-secondary degree and non-degree training institutional capacity to supply the private sectors with critically needed trained and experienced professional, technical, managerial and administrative human resources.
- To improve the efficiency and overall effectiveness of existing professional, technical, managerial and administrative human resources employed in the

14. SCHEDULED EVALUATIONS private and public sectors.

Interim MM YY 10 4 9 0 10 7 9 2 Final MM YY 10 5 9 5

15. SOURCE/ORIGIN OF GOODS AND SERVICES

000 941 Local Other (Specify)

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a _____ page PP Amendment)

This Project Paper Supplement revises project objectives in accordance with the the project's mid-term evaluation and updates appropriation categories and host-country contribution.

17. APPROVED BY

Signature

Carol A. Peasley

Title

Mission Director

Date Signed

MM DD YY
10 5 11 2 9 12

18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION

MM DD YY
| | | | | |

Controller Concurrence:

Rashmi B. Amin

AMPLIFIED PROJECT DESCRIPTION

Except as specifically provided herein and within the limits of the definition of the Human Resources and Institutional Development (HRID) Project set forth in Section 2.1, elements of this Amplified Project Description may be changed by exchange of Project Implementation Letters between the authorized representative of the Parties named in Section 8.2. without formal amendment of the Agreement.

I. PROJECT DESCRIPTION

A. Introduction

This Amplified Project Description, replacing in its entirety the original document, reflects the revision of project objectives approved by the Project Coordinating Committee in June 1989 and endorsed by the Mid-Term Evaluation in April, 1990. It further reflects a more realistic statement of the activities to be undertaken under each objective during the life of the Project. The project goal and purposes have been restated but remain unchanged in substance.

B. Goal

The goal of the \$18.0 million, eight year Project is to increase the portion of Malawi's gross domestic product (GDP) attributed to quantitative and qualitative improvements in the workforce.

C. Purpose

The Project's two purposes are:

1. To strengthen and broaden the domestic institutional capacity to train personnel for the public and private sectors; and
2. To expand and improve the efficient utilization of Malawi's supply of professional, technical, managerial and administrative resources.

D. Project Objectives and Anticipated Outputs

OBJECTIVE ONE

Strengthen the existing post secondary educational institutions.

Anticipated Outputs: Strengthen programs at the University of Malawi constituent colleges.

Chancellor College: (a) The introduction of a Masters Degree Program in the Sociology of Women in Development; (b) Center for Social Research project on economic research on Women in Development; (c) the introduction of a specialty in Transport Economics in the Masters Degree Program; (d) the introduction of a specialty in Personnel Management in the Bachelor of Public Administration program; and (e) Sandwich programs for University Certificate of Education and Masters in Education Management.

Polytechnic: The introduction of a Conversion Program in Marketing and Accounting jointly administered by the Malawi College of Accountancy and the Faculty of Business Studies.

Bunda College of Agriculture: Strengthened programs and faculty in the undergraduate and graduate departments, and the establishment of a computer laboratory.

Kamuzu College of Nursing: Improved instructional programs through provision of graduate training for faculty, technical assistance and instructional commodities.

Malawi College of Accountancy: The establishment of a Certificate of Management Program.

OBJECTIVE TWO

Improved public sector planning, financial management and management systems in critical development ministries.

Anticipated Outputs: (a) establishment of a Data Processing Unit and improved management systems at the Ministry of Works; (b) a Management Training Unit at the Ministry of Local Government; and (c) strengthened Ministry of Health capacity in health/hospital administration through graduate training of MOH and PHAM staff.

OBJECTIVE THREE Increase the number of women in professional, technical and managerial fields.

Anticipated Outputs: (a) An effective Commission on Women in Development at the Ministry of Community Services; and (b) the Women's Scholarship Program in Non-Traditional Fields at the University of Malawi.

OBJECTIVE FOUR Develop the capacity of the Department of Personnel Management and Training (DPM&T) to plan, manage and utilize personnel efficiently and effectively.

Anticipated Outputs: (a) Establishment of a Management Information System (MIS) at DPM&T; (b) graduates of Staff Development Program at DPM&T; and (c) graduates of Bachelor of Public Administration specialty in Personnel Management.

OBJECTIVE FIVE Provide interim institutional support for Small and Medium Enterprise.

Anticipated Outputs: (a) Strengthened programs in Agro-Industries and in Small and Medium Enterprise Development at the Development of Malawian Traders Trust (DEMATT), and (b) graduates of the staff development program at the Malawi Union of Savings and Credit Cooperatives (MUSCCO).

Activities focussed on the private and parastatal sectors, undertaken before the revision of project objectives, include support to the Associated Chambers of Commerce and Industry in Malawi (ACCIM), establishment of a switchgear operation program at the Electricity Supply Commission of Malawi (ESCOM), and graduate training for staff at the Malawi Export Promotion Council (MEPC), Malawi Bureau of Standards (MBS) and the Malawi Broadcasting Corporation (MBC).

II. IMPLEMENTATION PLAN

A. Project Management Structure

The Project will be managed jointly by the Government of Malawi (GOM) and USAID/Malawi through a Project Coordinating Committee and three subcommittees. The provision of A.I.D.'s inputs will be handled by a U.S. Contractor who will work closely with the GOM, the various participating Malawian organizations and USAID/Malawi on the implementation and coordination of the Project and the provision of the Project's inputs.

B. The Project Coordinating Committee and the Subcommittees

The Project Coordinating Committee will have representatives from the DPM&T and the Department of Economic Planning and Development (EP&D) in the Office of the President and Cabinet (OPC), the Ministry of Finance (MOF), two representatives from the private sector appointed by OPC, (one representing commerce and industry and the other commercial agriculture), and USAID/Malawi. The Committee will be chaired by a representative from the OPC. It will have overall responsibility for the management, implementation and evaluation of the Project. It will review and approve the various plans submitted to it by the HRID Working Group (comprised of representatives of DPM&T, USAID and the U.S. contractor) and/or the three subcommittees. The Committee may also invite specific private, parastatal or public sector organizations to submit proposals for its consideration. Thus, the Committee will not only react to proposals coming to it but also take the initiative in areas which it feels are critical to the attainment of the Project's overall objectives. Once plans are approved by the Project Committee, USAID/Malawi will issue a Delivery Order to the contractor providing the funds to implement the activity.

The three subcommittees will be constituted as follows:

1. Public Sector Ministries and Parastatals

This subcommittee will be chaired by the Principal Secretary or his designee of the DPM&T in OPC. It will have representatives from the key development ministries which are the main public sector targets of the Project and USAID's strategy. These include the Ministries of Agriculture; Health; Finance; Trade and Industry; Transport and Communications; Works and Supplies; and Statutory Bodies. It will be responsible for reviewing and approving submissions from the public and parastatal sectors to the Project Committee.

2. Post Secondary Education and Training Institutions

This subcommittee will be chaired by the Principal Secretary or his designee of the Ministry of Education and Culture (MOEC). It will be comprised of representatives from the University of Malawi, Kamuzu College of Nursing, the Lilongwe School of Health Sciences, the Malawi College of Accountancy, and Natural Resources College. It will review and recommend for approval the plans submitted to it by its member institutions.

3. Small and Medium Scale Enterprise Development

This subcommittee will be chaired by the Principal Secretary or his designee of the Ministry of Trade and Industry. Representatives on the subcommittee will be drawn from DEMATT, MUSCCO, INDEFUND, SEDOM, MEDI and Ministry of Labor. It will review and approve plans from its member organizations for submission to the Project Committee.

The Project Coordinating Committee meeting will be convened during the first quarter of the Project to review the Project's objectives and to initiate implementation of the Project, particularly those activities related to the selection of the core contractor and to the implementation of priority activities. The Committee chairman will request the chairmen of the subcommittees to convene their memberships to discuss the development of plans for submission to the Project Coordinating Committee and implementation of priority activities. The committees will likely meet quarterly during the first year of the Project and semiannually thereafter once the plans are in place. The frequency of the meetings will be determined by the respective chairmen in consultation with the chairman of the Project Committee and USAID/Malawi.

C. Specific Implementation Responsibilities

1. Government of Malawi

On GOM's behalf, the OPC will have overall management and coordination responsibility. DPM&T will exercise Government's day-to-day management and implementation responsibilities. DPM&T will also provide guidance to participating ministries and statutory bodies as well as the chairmen of the three subcommittees. On the other hand, the Department of Economic Planning and Development (EP&D) in OPC and the MOF will plan and oversee the allocation and use of the financial resources to ensure conformity with the Government's Development Policy (DEVPOL) and the Public Sector Investment Program (PSIP).

2. USAID/Malawi

USAID/Malawi will manage and control the allocation and disbursement of A.I.D.'s financial resources. Through a U.S. contractor, it will also handle major implementation actions jointly with DPM&T. To ensure that approved activities continue to further the goal, purpose and objectives over the eight year life of the Project, USAID/Malawi will conduct in conjunction with the GOM two periodic evaluations and a final evaluation.

Within USAID/Malawi, the Human Resources Development Officer will have principal management responsibility for the Project and will be assisted by the Assistant Project Manager and the Participant Training Officer. The Human Resources Development Office will monitor and oversee the work of the U.S. contractor.

3. The U.S. Contractor

A U.S. contractor will work with the Malawian organizations and institutions on the development of plans and the implementation of the various activities approved by the Project Coordinating Committee and USAID/Malawi. The contractor's major responsibilities will include the following:

- a) assist the Project Coordinating Committee and its subcommittees to plan and develop activities according to the proposal criteria and guidelines;
- b) recruit and provide administrative and financial backstopping support services for short-term and long-term technical assistance personnel;
- c) place, manage and support all overseas participant training in the U.S. and third countries;
- d) assist in-country institutions to organize and conduct in-country seminars, workshops and other short-term training activities sponsored by the Project;
- e) prepare detailed specifications for and procure Project commodities; and
- f) report to the GOM and USAID/Malawi on Project implementation.

Given the complexity of the Project and the need for local administrative and managerial support, the contractor will

establish a field office in Lilongwe. This office will be directed by a Field Coordinator recruited from the United States. The contractor will also identify and hire a Malawian professional who will serve as deputy to the Field Coordinator. The Field Office will administer all in-country requirements related to pre-departure of participants and to settling in and supporting Operational Experts (OPEX) and short-term consultants.

The contract will finance the provision of a minimum core administrative support service capacity both in Malawi and in the United States. In the U.S.A., this will include a small full-time project management staff to oversee participant training and technical assistance. It is envisaged that this will consist of a project director and two assistants, one for participant training and the other for technical assistance. Since the firm will be expected to already have institutional capacity to handle participant training and technical assistance, it is not anticipated that full-time staff in these areas will be needed to support the Project. Thus, the Project will use these services of the contractor as required.

The actual placement of participants and recruitment of technical assistance will be done through Delivery Order amendments to the core contract. This approach will permit the contractor the flexibility to expand or contract its administrative support capacity to respond to the needs of the Project.

D. Contracting Plan

A direct A.I.D. contract will be executed with a qualified U.S. organization to provide the technical support services as needed to handle the Project's requirements for participant training, technical assistance and project-related commodities. This contract will be openly competed, although participation by minority, small or socially and economically disadvantaged business enterprises will be encouraged as either the prime or subcontractor in accordance with standard Federal Acquisition Regulations (FAR) guidelines. The period of the contract will be five years with an option to review it for three additional years.

The contractor will be the primary agent for implementation of the Project's various activities. Since these cover a number of development areas as well as organizations in the private and public sectors, the contractor will be expected to have considerable institutional capacity to meet efficiently and effectively the Project's requirements for participant training, technical assistance and commodities. It is not anticipated that

these requirements will be satisfied entirely from within the contractor's own organization. Essentially, the contractor will rely on the other institutions, organizations and individuals to supply training and technical assistance services.

For participant training, the contractor will make use of America's broad range of post-secondary educational and training institutions. Since the Malawian institutions prefer to use this as an opportunity to further the development of institutional linkages, the contractor will endeavor to facilitate this process through the placement of participants as well as the recruitment of technical assistance personnel. The GOM and USAID envisage that between 5 and 10 percent of all long-term and short-term participant placements will be at Historically Black Colleges and Universities (HBCUs). Another source of participant placements will be institutions in other developing countries, particularly within Southern and Eastern Africa.

Regarding the needs for technical assistance, the contractor will draw mainly from universities, colleges, its roster of consultants and its network and association with other organizations and institutions. It is important that special attention be paid to continuity and the establishment of institutional linkages through the provision of both short-term and long-term technical assistance. This will be less difficult to do where there are institutions involved but more complicated when individuals are recruited, particularly for short-term assignments.

The procurement of commodities will be tied to particular in-country training or institutional development activities which are likely to involve participant training as well as technical assistance, laboratory equipment, microcomputers and software business office equipment, books and other instructional materials and audio-visual equipment.

III. PARTICIPANT TRAINING, TECHNICAL ASSISTANCE AND COMMODITY PROCUREMENT PLANS

A. Training Plan

The Project will provide formal, degree training as well as non-degree training for Malawians. At least fifty will receive training outside Malawi: thirty graduate degrees from U.S. educational institutions and twenty short-term courses in the region and the U.S. At the University of Malawi, the Project will launch a Women's Scholarship Program in non-traditional fields. It is expected that from academic year 1989/90 through 1994/95, between 50 and 60 undergraduate and graduate scholarships per year will be funded. Additionally, 65 graduates of certificate and work-study programs will be produced by HRID funded programs at the University.

B. Technical Assistance Plan

The Project will provide approximately 50 person years of long-term technical assistance. The 19 long-term technical advisor personnel will be Operational Experts who fill line positions in an organization. Twenty-five short-term technical advisors will provide roughly 80 person months of technical assistance.

C. Commodity Procurement Plan

The Project will finance instructional materials, equipment and other commodities to be used in connection with the development and implementation of in-country training and institutional strengthening. Procurement will be handled by the U.S. contractor who is responsible for participant training and technical assistance. However, USAID retains the option to use one of A.I.D.'s Procurement Service Agents through an Indefinite Quantity Contract. The eligible source and origin of commodities will be A.I.D.'s Geographic Code 941 unless waived by the appropriate A.I.D. authority. All procurement of commodities will be in conformity with A.I.D.'s applicable commodity procurement regulations.

IV. COST ESTIMATE AND FINANCIAL PLAN

A. Cost of Inputs

Under the Project, USAID will furnish \$18.0 million to support the five objectives of the Project. The inputs financed under the Project include participant training, technical assistance, commodities, local training support, a core contract to support participant training and technical assistance, and evaluation/audits.

Even though the Assistant Administrator on June 5, 1987 waived the host-country 25% contribution requirement, the Government of Malawi will make a contribution to the Project. GOM will provide the local salaries of participants while they are in training, roughly \$300,000, and some limited support to technical advisors, estimated at \$27,500. The GOM contribution of participants' local salaries may be verified through the Personnel Office of the participant's ministry or employer as noted on the PIO/P; the GOM support to technical advisors may be documented at the HRID Field Office in Lilongwe. Additionally, the GOM will contribute roughly \$1,500,000 towards scholarships and institutional support at the University of Malawi; verification is available through the Accounts Section, Department of Personnel Management and Training, HRID Local Currency Account.

The Budget in Table I is only illustrative. The budget will be changed during the life of Project to achieve the five objectives. Changes in the budget will be effected by the issuance of Project Implementation Letters or Grant Agreement amendment.

1. Technical Assistance

Long-term technical assistance will be provided by 19 OPEXs at an estimated yearly cost of \$120,000. Approximately twenty five short-term technical advisors will provide 80 person months of assistance at roughly \$21,000 per month.

2. Participant Training

The financing of long-term or degree participants will be in conformance with A.I.D.'s Handbook 10. Essentially, A.I.D. provides payment for tuition fees, monthly maintenance, books/educational equipment, health insurance and air fare. The average cost per year is estimated at \$29,000. In accordance with Handbook 10, the Mission Director of USAID/Malawi on April 1, 1987 waived payment of all or part of airfare by Malawi. USAID will finance an estimated \$3.6 million of degree training. The amount for short-term non-degree training is an estimated \$592,000 for a total of \$4.2 million.

3. Commodities

The Project estimates that \$1.5 million worth of commodities will be supplied. These will consist of equipment for science laboratories, micro-computers, photocopiers, business and office equipment, audio-visual equipment, books and instructional materials.

4. Local Institutional Support

It is envisaged that the Project will initiate several instructional programs at the University of Malawi. Since it will be desirable to initiate these programs as soon as possible after the Project's start, the Project budget is including \$160,000 in local institutional support. Normally this type of support would not carry over to the next GOM fiscal year.

5. Core Contract

USAID will select a U.S. contractor to handle the participant training, technical assistance and commodities components of the Project. These estimated cost of the total core contract budget is \$4.0 million.

6. Evaluations/Audits

The Project budget provides for up to two periodic evaluations, one final evaluation, and one audit over the life of the Project. The projected cost is \$300,000. The cost of each of the evaluations is kept down by use of U.S. Direct Hire staff and contract personnel associated with the Project.

B. Methods of Financing Each Input

Participant training, technical assistance and commodities will be financed through Delivery Orders to the U.S. contractor. Each Delivery Order will provide the funds to cover these inputs. As the U.S. contractor is a non-profit organization, payment will be under Letter of Credit (LC). To ensure detailed reporting of expenditures and draw downs on the LC, the contractor will be required to present itemized, quarterly financial statements directly to USAID/Malawi. These will be detailed by major Project elements. Within each element, such as short-term technical assistance, it will break out the cost by each consultant. A similar breakdown will be given to the Mission for long-term technical assistance, short-term training and degree training. With this detail, as well as their knowledge of the Project, the USAID Project Officer and the Controller will be able to review and approve the payment claims submitted by the contractor to A.I.D./Washington.

The in-country financing of the women's scholarship program and local training institutional support will be on a cost reimbursement basis. The training institution will submit the voucher and supporting materials to USAID/Malawi for review and payment.

Drafter: PM/HRID: JONewton: jo: JONewton Date: 5/1/92
Clearances: HRDO: JLarcom: JLarcom Date: 5/1/92
PID: TDLOfgren: TDLOfgren Date: 5/2/92
EXO: SCovert: _____ Date: _____
REDSO/RLA: CBrown: CBrown Date: 5/2/92
Document: VS 0314H

ANNEX 1

LOGICAL FRAMEWORK



PROJECT TITLE AND NUMBER: HUMAN RESOURCES AND INSTITUTIONAL DEVELOPMENT 612-0230

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal:</p> <p>Increase the portion of Malawi's gross domestic product (GDP) that is attributed to quantitative and qualitative improvements in the workforce.</p>	<p>GDP indicators.</p>	<p>GOM economic indicators and workforce statistics.</p>	<p><i>Assumptions for achieving goal targets:</i></p> <p>GOM human resources development objectives, as articulated in its statement of development policies and its public sector investment program, remain in effect for the life of project.</p> <p>There exists a direct causal relationship between human resources development and economic growth.</p>
<p>Project Purpose:</p> <p>1) To strengthen and broaden the domestic institutional capacity to train personnel for the public and private sectors.</p> <p>2) To expand and improve the efficient utilization of Malawi's supply of professional, technical, managerial and administrative resources.</p>	<p><i>Conditions that will indicate purpose has been achieved. End-of-Project status:</i></p> <p>1) Selected training institutions are fully staffed by Malawian instructors and administrators; the pre-service and in-service training institutions are designed and conducted to meet the defined needs of public and private sector employers.</p> <p>2) a) Significantly increased quantity and quality of public and private sector personnel are assigned to</p>	<p>1) Staffing patterns of local training institutions, curricula of these institutions, placement and performance of graduates.</p> <p>2) Public and private sector staffing patterns and career development plans and career paths.</p>	<p>1) The private sector accepts and plans a collaborative role in strengthening Malawian institutions to fill its workforce development needs.</p> <p>2) Civil service reforms, such as the establishment and operation of a central training advisory board, are carried out as as planned.</p> <p>3) Institutional strengthening occurs through training of individuals and use of technical assistance personnel.</p>

	<p>staff positions on the basis of long-term personnel utilization and career development plans.</p> <p>(b) An increased number of women are employed in technical and managerial positions and in non-traditional professions.</p>		
<p>Project Outputs</p> <p>A. Strengthened post-secondary educational institutions.</p> <p>1. University of Malawi</p> <p>a. Chancellor College</p> <p>1) established Masters degree program in Sociology of Women in Development;</p> <p>2) established a specialty in Transport Economics in the Masters Degree Program;</p> <p>3) established a specialty in Personnel Management in the Bachelor of Public Administration Program;</p> <p>4) established sandwich programs for University Certificate of Education and Masters in Education Management;</p>	<p>Students accepted into programs for (a) 1 through 4.</p>	<p>University of Malawi records, brochures of courses offerings for (a) 1 through 4.</p>	<p>Recurrent cost support for the new/expanded programs will be provided by the University or beneficiary GOM ministry.</p> <p>Faculty will return to fill the positions for which they were trained.</p>

<p>5) expanded the capability of Centre for Social Research to undertake research on Women in Development economic issues.</p>	<p>Research reports in subject area produced by advisor provided and returned Ph.D. participant.</p>	<p>Centre for Social Research reports available at CSR, USAID.</p>
<p>b. Bunda College of Agriculture</p> <p>1) strengthened faculty through Ph.D. and Masters Degree training in U.S.;</p> <p>2) technical advisors provided to academic departments;</p> <p>3) established a computer laboratory for student instruction.</p>	<p>Faculty enrolled in U.S. institutions for degree programs.</p> <p>Advisors teaching classes, conducting research.</p> <p>Laboratory in use for computer instruction.</p>	<p>USAID and DPM&T records on participants.</p> <p>University records, technical Advisors Quarterly Reports.</p> <p>Bunda College brochure of course offerings.</p>
<p>c. Polytechnic</p> <p>1) Established Conversion Program in Marketing and Accounting jointly administered by the Malawi College of Accounting and the Faculty Business Studies.</p>	<p>Students enrolled in programs.</p>	<p>Malawi College of Accountancy and Polytechnic records; brochure of course offerings.</p>
<p>d. Kamuzu College of Nursing</p> <p>1) strengthened faculty through Masters level training and providing Technical Advisors.</p>	<p>Faculty enrolled in degree programs in U.S. institutions; Technical Advisor teaching classes and providing clinical instruction.</p>	<p>USAID and DPM&T records of participants; Quarterly Reports of Advisor at AED.</p>

2

	MEANS OF VERIFICATION	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>2) Improved instruction through providing instructional commodities.</p> <p>e. Tracer Study of University Graduates.</p>	<p>Commodities in use in classrooms, laboratories and library.</p> <p>Study distributed by the University.</p>	<p>Kamuzu College of Nursing reports; AED monthly reports.</p> <p>Tracer Study on file at University of Malawi, AED and USAID.</p>	<p>University of Malawi will make use of the findings of the Tracer Study of Graduates.</p>
<p>2. Malawi College of Accountancy</p> <p>a. Establish Certificate of Management program.</p> <p>b. Establish Conversion Program in Accountancy.</p>	<p>Students enrolled into the programs.</p>	<p>Malawi College of Accountancy records, brochure of courses.</p>	
<p>B. Improved public sector planning, financial management and management systems in critical development ministries.</p>			<p>Recurrent cost support for newly established or expanded Units will be provided by GOM.</p>
<p>1. Ministry of Works</p> <p>a. Establish a Data Processing Unit;</p> <p>b. Workshops in management held for mid- and senior-level managers;</p> <p>c. Clerical and administrative procedures streamlined;</p> <p>d. Developed curriculum for training programs.</p>	<p>Staffed, operational Data Processing Unit at MOW.</p> <p>Management staff attended workshops.</p> <p>Desk instruction manual produced.</p> <p>Strengthened curriculum in use in MOW training center programs.</p>	<p>Reports by MOW Data Processing Unit.</p> <p>Reports on management workshops at MOW on file and AED, USAID and DPM&T.</p> <p>Manual on clerical administrative procedures on file at MOW.</p> <p>Technical Advisor Quarterly Reports at MOW, AED and USAID; curriculum for review at MOW.</p>	<p>GOM furnishes technical advisor counterparts who remain in position after departure of technical advisor.</p> <p>Rational assignment of public sector personnel.</p>

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>2. Established a specialty in Personnel Management in the Bachelor of Public Administration Program at Chancellor College for DPM&T officers.</p> <p>3. Masters level training in the U.S. for Common Service Personnel Officers.</p>	<p>Students enrolled in the program.</p> <p>DPM&T officers enrolled in degree programs in the U.S.</p>	<p>Student records at Chancellor College and DPM&T personnel files.</p> <p>Participant records at USAID and DPM&T.</p>	<p>Trained staff at MIS Unit will remain with the Unit for a considerable period of time.</p> <p>The MIS will be used as a basis for personnel management and will be extended to ministries.</p> <p>A cadre of training officers, once trained, will remain in the field for a reasonable period of time.</p> <p>GOM is prepared to consider changes in its personnel management practices.</p>
<p>E. Interim support to the small and medium enterprise sector.</p> <p>1. DEMATT strengthened</p> <p>a. Provided technical advisors in training, agro-industries and small and medium enterprise development;</p> <p>b. Provided Masters degrees in management and certificate/ diploma training for staff.</p> <p>2. MUSCCO's management capacity improved.</p> <p>a. Established Certificates of Management Programs;</p> <p>b. Provided third-country training of staff.</p>	<p>Technical Advisors filling positions requested by DEMATT.</p> <p>Students enrolled in academic training programs.</p> <p>MUSCCO staff members enrolled in Certificate of Management Program.</p> <p>Staff enrolled in training programs.</p>	<p>Quarterly Reports at DEMATT.</p> <p>Participant Records at DPM&T and USAID.</p> <p>Participant Records at DPM&T and USAID.</p>	<p>GOM policies reinforce SME development.</p> <p>Trained counterparts will remain in the sector.</p> <p>Returned participants will return to the jobs trained for.</p>

2. Ministry of Local Government

a. Established Training Unit in the Ministry.

Staffed, operational Unit functioning at the Ministry.

Reports on training sessions held for MLG officials; Quarterly Reports by Technical Advisor.

3. Ministry of Health management improvements.

a. Provided Masters Degree training in U.S. in health/hospital administration for MOH and PHAM officials.

MOH officials enrolled in degree programs in U.S. educational institutions.

Records of participants at DPM&T and USAID.

Returned participants will work in the position for which they were trained.

C. Increased number of women in professional, technical and management fields.

1. Establish Women's Scholarship Program in Non-Traditional Fields at the University of Malawi.

Scholarship recipients enrolled in non-traditional fields of study; graduates working in the fields for which they were trained.

University records; follow-up study of women graduates; study of gender composition of professional, technical and managerial occupations.

Women will opt for non-traditional careers.

Employers will hire women in non-traditional fields.

D. Strengthened capacity of DPM&T to plan, manage and utilize personnel efficiently and effectively.

1. Established a Management Information System (MIS) at DPM&T to automate the civil service records.

MIS Unit staffed and producing computerized personnel records.

Computerised personnel records at DPM&T.

Recurrent cost of operating the MIS Unit will be provided by GOM.

TABLE 1: SUMMARY COST ESTIMATES AND FINANCIAL PLAN (U.S.\$ MILLION)

PROJECT ELEMENT	AGENCY FOR INTERNATIONAL DEVELOPMENT			GOVERNMENT OF MALAWI			TOTAL		
	Foreign Exchange	Local Currency	Total	Foreign Exchange	Local Currency	Total	Foreign Exchange	Local Currency	Total
TECHNICAL ASSISTANCE									
OPEX Personnel	6.303	0.000	6.303	0.000	0.027	0.027	6.303	0.027	6.330
Short-Term (Less than 1 Year)	1.592	0.000	1.592	0.000	0.000	0.000	1.592	0.000	1.592
SUB-TOTAL	7.895	0.000	7.895	0.000	0.027	0.027	7.895	0.027	7.922
TRAINING									
Participant Training									
Degree	2.451	0.000	2.451	0.000	0.250	0.250	2.451	0.250	2.701
Non-Degree	0.592	0.000	0.592	0.000	0.050	0.050	0.592	0.050	0.642
SUB-TOTAL	3.043	0.000	3.043	0.000	0.300	0.300	3.043	0.300	3.343
In-Country									
Scholarships	0.000	1.100	1.100	0.000	1.000	1.000	0.000	2.100	2.100
Local Institutional Support	0.000	0.160	0.160	0.000	0.500	0.500	0.000	0.660	0.660
SUB-TOTAL	0.000	1.260	1.260	0.000	1.500	1.500	0.000	2.760	2.760
Commodities	1.502	0.000	1.502	0.000	0.000	0.000	1.502	0.000	1.502
Core Contract	4.000	0.000	4.000	0.000	0.000	0.000	4.000	0.000	4.000
Evaluations/Audits	0.300	0.000	0.300	0.000	0.000	0.000	0.300	0.000	0.300
GRAND TOTAL	16.740	1.260	18.000	0.000	1.827	1.827	16.740	3.087	19.827