

AIRGRAM

DEPARTMENT OF STATE

5240047-35

UNCLASSIFIED
CLASSIFICATION

A.I.D.
Reference Center

For each address check one ACTION

Room 1650 DATE REC'D.

TO - AID/W

TOAID A- 171

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524-047
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A.I.D. COMB SR
DATE SENT
October 9, 1971

PD AAB-097-C1

FROM - Managua

SUBJECT - PROP Submission: Community Development

REFERENCE - (a) AIDTO A-99 dated 12/1/70; (b) TOAID A-158 dated 9/20/71

The attached PROP revision is submitted as requested by reference (a) and promised by reference (b).

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PAGE 1 OF 1

va.yuc	OFFICE DEVPLN	PHONE NO.	DATE 10/8/71	APPROVED BY: Charles B. Johnson, Acting Director
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ARRANGES
HRES:PETobia
DEVPLN:A Goldstein

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DCM:REWhite

CLASSIFICATION

Non Capital Project Paper (PROP)

Community Development

Title: ~~Manpower Planning, Development and Utilization~~

No. 524-13-810-047

Date: October 8, 1971

A. Statement of Goal:

1. The Goal:

To support private sector participation in the development process and increase the access to financial and technical resources of the lower income group.

2. Measurement of Goal Achievement

More than 280,000 persons will have participated in CD self-help projects.

3. Assumptions about goal achievement.

a. The 280,000 persons this project will affect would not, in the main, otherwise have participated in an active capacity in the development process. Access to records will be permitted and will be organized and detailed in a way that will permit this tabulation.

b. These communities selected for participation in self-help projects will be in rural areas primarily.

B. Statement of Project Purpose:

1. To assist in the creation of (a) Departmental Committees that will support self-help projects in selected villages. These villages will serve as examples for non-participating neighboring communities and as rallying points for generating the Departmental civic interest needed to continue C.D. work through voluntary local contributions.

2. Conditions expected at the end of project:

- a. Three, or more, completely self-sustaining Departmental C.D. offices will have been created.
 - b. About three self-help projects will have been initiated or completed in each community organized; or, about 820 such projects.
3. Basic assumptions about achievement of purpose:
- a. The more affluent persons, concerns, etc. within the Departments will provide the contributions needed to sustain a Departmental C.D. office once the effectiveness and value of C.D. work is demonstrated and Managua businessmen will continue to contribute to INDE's Headquarter's backstopping.
 - b. The communities selected will be geographically dispersed throughout the Departments and will be representative of the regions in which located.
 - c. A minimum of two self-help projects selected community is needed to provide villagers the assurance they need to explain the process to others.

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O Statement of Project Outputs:

<u>Outputs</u>	<u>Output Indicators</u>
1. Private sector contributions to INDE for C.D. work	1. More than \$185,000 in cash will have been received by 12/31/73
2. C.D. promoters trained and on-the-job	2. Twelve trained C.D. promoters will be on the job in nine Departments by 12/31/73.

- | | |
|---|--|
| 3. Departmental C. D. committees formed | 3. Nine Departmental C. D. committees formed and receiving voluntary local contributions by 6/30/72. |
| 4. Committees organized for self-help activities. | 4. Two hundred seventy three committees will have been organized in 9 Departments. |

D. Statement of Project Impact:

1. USAID inputs through 6/30/72 consisted of:

- a. The supply of 200 DH 100 tracholera for about two months.
- b. Personnel training for 12 C.D. promoters and 31 community leaders for 1-2 months each.
- c. Commodities - principally in the form of vehicles.
- d. Operational support costs - principally salary support for a 6-man Managua Headquarters staff and 12 C.D. promoters.

2. USAID inputs projected through the end of the project on 12/31/72 (Final obligation date FY-73) will consist of:

- a. Personnel training for 15 community leaders in each of FY's 72 and 73.
- b. Vehicle expenditures (3 in FY-72 and 2 in FY-73) and some teaching aids.
- c. Operational support costs of INDE in FY's 72 and 73.

E. Rationale:

INDE continues to be the only organization in Nicaragua that interests itself

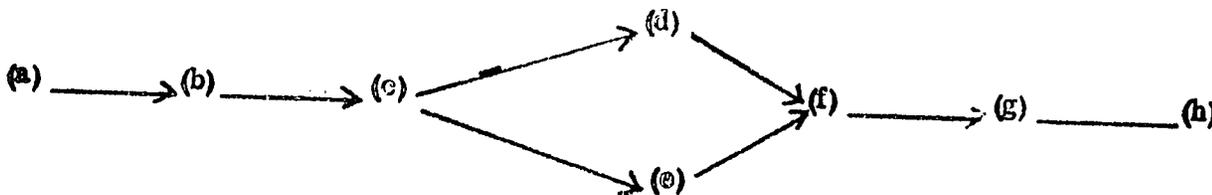
in community development per se. A number of other private and public sector entities - some receiving direct or indirect grant or loan support from USAID - interest themselves for varying short-term periods in C.D. as a means to accomplish a discrete purpose (establishment of a cooperative, creation of a trade union, resettlement of displaced persons, introduction of a GON program, etc.). None, other than INDE, view C.D. per se as a means to the long-term development of people; and, none, other than INDE - and INDE only very recently, have permanently posted people trained in C.D. in the Departments where C.D. is most needed.

INDE's posting of seven of its CD promoters in the first seven of nine selected Departments was in response to the recommendation of an OAS consultant. This consultant urged that INDE mobilize the private sector resources in the Departments as well as in Managua and suggested that the way to do this was through capitalization of the "sense of immediate concern" felt by each group. INDE's hope, which is shared by USAID, is that the businessmen in the Departments will see a direct relationship between C.D. and their own immediate concerns and will be responsive to INDE's needs. Toward this end, INDE has completed the formation of seven Departmental Committees consisting of 7-10 businessmen each, established Departmental offices for seven C.D. promoters, solicited and received in-kind backstop support to those promoters.

USAID's support to this project is based on: 1. the shared belief that INDE's hypothesis is at least partially correct (i.e. that at least three of the nine Departmental C.D. offices will become financially self-supporting); 2. the belief that the dispersed, village examples of what-can-be accomplished-through self-help measures will, to some unpredictable degree, be followed by non-participating neighboring communities with or without INDE's promotional support; and, 3. the desire to establish a body of C.D. projects which will favorably affect the lives of a significant portion (16%) of the lower-income rural population.

F. Course of Action:

1. Implementation Plan:



<u>Steps</u>	<u>Activities</u>	<u>Description</u>	<u>Resp. Agent</u>
1	a-b	Select ten villages to serve as examples	Promoter and Dept. Committee
2.	b-c	Conduct village organization meetings and select self-help projects.	Promoter, Volunteers and Villagers.
3	c-d	Solicit technical backstopping	Promoter
4	c-e	Schedule self-help labor and materials	Villagers and Volunteers
5	d/e-f	Execute two or more projects	Villagers and Volunteers
6	f-g	Solicit voluntary contributions from Department businessmen	Dept. Committee
7	g-h	Select additional villages	Promoter and Dept. Committee

2. Narrative Statement:

The PERT plan sketched above for a representative Department presupposes the existence of a Departmental Committee, a CD Promoter posted to the Department, office facilities for the Promoter, etc. It is assumed that communities representative of the regions in which they are located, exist and are suitable for use as examples. It is further assumed that the technical/financial backstopping for village self-help projects will be made available by GON Ministries and private sources including individuals. The initial a-i time span contemplated should be about 6-8 months. A period shorter than six months imposes too harsh a work-load on the villages and a period in excess of eight months is too long a period (before tangible successes) to maintain the active interest of Department businessmen. Subsequent a-i cycles could take 8-12 months, or perhaps longer; since the earlier C. D. successes could be used to solicit the needed private sector support.



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ORIGIN AID-30

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AIDAC

SUBJECT: PROP SUBMISSION - COMMUNITY DEVELOPMENT (524-13-810-047)

REFERENCE: (A) TOAID A-171. (B) TOAID A-158

1. THE AID/W PROP REVIEW PANEL HAS APPROVED THIS PROJECT WITH A TERMINAL FUNDING DATE OF JUNE 30, 1972. APPROVAL OF THE PROJECT BEYOND FY 1972 WILL BE CONSIDERED UPON RECEIPT FROM THE USAID OF SUPPLEMENTAAL INFORMATION AS INDICATED BELOW. SEVERAL ISSUES RAISED AT THE REVIEW PANEL MEETING QUESTION THE EFFECTIVENESS OF THE PROJECT. ANSWERS TO THE QUESTIONS RAISED IN PARAGRAPHS 2-5 WILL BE USED AS CRITERIA BY THE PANEL IN DETERMINING WHETHER THE PROJECT SHOULD BE FUNDED BEYOND FY 1972.

2. AID/W WOULD APPRECIATE FURTHER INFORMATION ON THE ORGANIZATION OF INDE AND ITS VIABILITY AS A CD INSTITUTION. THIS INFORMATION SHOULD INDICATE THE EXTENT INDE DEPENDS ON THE USAID FOR FINANCING AND THE EXTENT THAT IT IS ABLE TO MOBILIZE ITS OWN OR OTHER DOMESTIC RESOURCES. PLEASE DETAIL HOW INDE WILL HAVE ASSUMED ALL OF THE

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FINANCIAL BURDEN FOR ITS CD PROGRAM BY THE END OF FY 1973.

3. AID/W NOTES THAT THE USAID'S TECHNICAL ASSISTANCE IS DESIGNED TO HELP REALIZE THE GOAL OF PRIVATE SECTOR PARTICIPATION IN THE DEVELOPMENT PROCESS. PLEASE INDICATE ANY GON-SPONSORED CD PROGRAMS AND THE REASONS WHY THE USAID DECIDED TO SUPPORT PRIVATE CD EFFORTS. HOW MANY PRIVATELY-SPONSORED CD ORGANIZATIONS ARE THERE IN NICARAGUA? WHY DID THE USAID DECIDE TO CONCENTRATE ITS CD PROGRAM IN INDE? ALSO, THE REVIEW PANEL NOTED THE RELATIONSHIP BETWEEN FUNDE AND INDE IN PREVIOUS PROP SUBMISSIONS. A BRIEF EXPLANATION OF FUNDE'S PARTICIPATION IN THE MISSION'S CD PROGRAM WOULD BE APPRECIATED.

4. THE PROP SUBMISSION SHOULD ALSO INCLUDE INFORMATION EXPLAINING CRITERIA FOR PROJECT AND TARGET GROUP SELECTION BY INDE. ALSO, PLEASE GIVE EXAMPLES OF SPECIFIC PROJECTS THAT HAVE BEEN SPONSORED UNDER PROJECT 047.

5. THE USAID CONSIDERED PROJECT 047 FOR TERMINATION DURING THE FY 1971-72 TRANSITION REVIEW. IN DECIDING TO CONTINUE THE PROJECT, THE USAID INDICATED THAT CONTINUED ASSISTANCE BEYOND FY 1971 COULD HELP DETERMINE WHETHER NEW EFFORTS BY INDE IN CD PROMOTION WOULD BE AN EFFECTIVE MEANS OF ESTABLISHING A NATION-WIDE CD PROGRAM. IN VIEW OF THE QUESTIONS RAISED IN PARAGRAPHS 2-4, AID/W WOULD APPRECIATE THE USAID'S EVALUATION OF THE PROGRESS MADE BY INDE IN ESTABLISHING A NATION-WIDE CD PROGRAM. THE MISSION SHOULD ALSO INDICATE WHETHER ANY SUCH PROGRESS JUSTIFIES USAID FUNDING OF PROJECT 047 BEYOND FY 1972. ROGERS

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PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

(INSTRUCTION: THIS IS AN OPTIONAL FORM WHICH CAN BE USED AS AN AID TO ORGANIZING DATA FOR THE PAR REPORT. IT NEED NOT BE RETAINED OR SUBMITTED.)

Life of Project
From FY 1968 to FY 1973
Total U. S. Funding \$452,000
Date Prepared: 10-9-71

Project Title & Number: Community Development - 524-13-810-047

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal: The broader objective to which this project contributes:</p> <p>To support private sector participation in the development process and increase the access to financial and technical resources of the lower income group.</p>	<p>Measures of Goal Achievement:</p> <p>More than 280,000 persons will have participated in CD self-help projects.</p>	<p>INDE records.</p>	<p>Assumptions for achieving goal targets</p> <ol style="list-style-type: none"> 1. The 280,000 persons this project will affect would not, in the main, otherwise have participated in an active capacity in the development process. Access to records will be permitted and will be organized and detailed in a way that will permit this tabulation. 2. Those communities selected for participation in self-help projects will be in rural areas primarily.

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Community Development - 524-13-810-047

From FY 1968 to FY 1973
Total U. S. Funding \$452,000
Date Prepared: 10/2/71

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Purpose:</p> <p>assist in the creation of CD Departmental committees that will support self-help projects selected villages. These villages will serve examples for non-participating neighboring communities and as rallying points for generating the Departmental civic interest needed to continue C. D. work through voluntary local contributions.</p>	<p>Conditions that will indicate purpose has been achieved: End of project status.</p> <ol style="list-style-type: none"> 1. Three, or more, completely self-sustaining Departmental C. D. offices will have been created. 2. About three self-help projects will have been initiated or completed in each community organized; or, about 820 such projects. 	<ol style="list-style-type: none"> 1. On-site visits. 2. On-site visits and INDE records. 	<p>Assumptions for achieving purpose:</p> <ol style="list-style-type: none"> 1. The more affluent individuals, concerns, etc. within the Department will provide the contributions needed to sustain a Departmental C. D. office once the effectiveness and value of C. D. work is demonstrated and Managua businessmen will continue to contribute to INDE's Headquarter's backstopping. 2. The communities selected will be geographically dispersed throughout the Departments and will be representative of the regions in which located. 3. A minimum of two self-help projects selected community is needed to provide villagers the assurance they need to explain the process to others.

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Project Title & Number: Community Development 524-13-810-047

Life of Project: _____
From FY 1968 to FY 1971
Total U.S. Funding \$ 452,000
Date Prepared: 10/9/71

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Outputs:</p> <ol style="list-style-type: none"> 1. Private sector contributions to INDE for C. D. work. 2. C. D. promoters trained and on-the-job. 3. Departmental C. D. committees formed. 4. Communities organized for self-help activities. 	<p>Magnitude of Outputs:</p> <ol style="list-style-type: none"> 1. More than \$185,000 in cash will have been received by 12/31/73 2. Twelve trained C. D. promoters will be on the job in nine Departments by 12/31/73. 3. Nine Departmental C. D. committees formed and receiving voluntary local contributions by 6/30/72. 4. Two hundred seventy three communities will have been organized in 9 Departments. 	<ol style="list-style-type: none"> 1. INDE records. 2. On-site visits. 3. On-site visits. 4. On-site visits and INDE records. 	<p>Assumptions for achieving outputs:</p>

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Life of Project: 1968 to FY 1971
From FY 1968 to FY 1971
Total U.S. Funding: \$ 452,000
Date Prepared: 10/29/71

Project Title & Number: Community Development - 524-13-810-047

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION		IMPORTANT ASSUMPTIONS
Inputs:	Implementation Target (Type and Quantity)			Assumptions for providing inputs:
	Planned Obligations (\$ 000's)			
	<u>Thru FY'71</u>	<u>FY 72</u>	<u>FY 73</u>	<u>Cum. Total Life of Project</u>
J. S. Direct Hire Tech.	3	-	-	3
Participant Training	66	20	17	103
Commodities	29	6	6	41
Other Costs	<u>196</u>	<u>63</u>	<u>46</u>	<u>305</u>
	<u>294</u>	<u>89</u>	<u>69</u>	<u>452</u>