

PD-AAC-116-B1

6690141 (2)

AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT PAPER FACESHEET		1. TRANSACTION CODE <input type="checkbox"/> A = ADD <input type="checkbox"/> C = CHANGE <input type="checkbox"/> D = DELETE <input checked="" type="checkbox"/> A	2. DOCUMENT CODE PP 52p. 3
3. COUNTRY/ENTITY Liberia/YMCA		4. DOCUMENT REVISION NUMBER <input type="checkbox"/>	
5. PROJECT NUMBER (7 digits) <input type="checkbox"/> 669-0141 <input type="checkbox"/>	6. BUREAU/OFFICE A. SYMBOL AFR B. CODE <input type="checkbox"/> 06 <input type="checkbox"/>	7. PROJECT TITLE (Maximum 40 characters) <input type="checkbox"/> YMCA Agricultural Training and Development (PVO/OPG) <input type="checkbox"/>	
8. ESTIMATED FY OF PROJECT COMPLETION 1/ FY <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/>		9. ESTIMATED DATE OF OBLIGATION 1/ A. INITIAL FY <input type="checkbox"/> 7 <input type="checkbox"/> 7 B. QUARTER <input type="checkbox"/> 2 C. FINAL FY <input type="checkbox"/> 7 <input type="checkbox"/> 7 (Enter 1, 2, 3, or 4)	

10. ESTIMATED COSTS (\$000 OR EQUIVALENT \$1 - (105.7) 1/

A. FUNDING SOURCE	FIRST FY			LIFE OF PROJECT		
	B. FX	C. L/C	D. TOTAL	E. FX	F. L/C	G. TOTAL
AID APPROPRIATED TOTAL 1/	14.0	43.2	57.2	14.0	43.2	57.2
(GRANT)	(14.0)	(43.2)	(57.2)	(14.0)	(43.2)	(57.2)
(LOAN)	()	()	()	()	()	()
OTHER U.S. 1.						
OTHER U.S. 2.						
HOST COUNTRY 1/	-	18.3	18.3	-	18.3	18.3
OTHER DONOR(S) (YMCA) 1/	17.2	13.0	30.2	17.2	13.0	17.2
TOTALS	31.2	74.5	105.7	31.2	74.5	105.7

11. PROPOSED BUDGET APPROPRIATED FUNDS (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE		E. 1ST FY 77		H. 2ND FY		K. 3RD FY	
		C. GRANT	D. LOAN	F. GRANT	G. LOAN	I. GRANT	J. LOAN	L. GRANT	M. LOAN
(1) FN	200-B	210		57.2					
(2)									
(3)									
(4)									
TOTALS									

A. APPROPRIATION	N. 4TH FY		Q. 5TH FY		LIFE OF PROJECT		12. IN-DEPTH EVALUATION SCHEDULED				
	O. GRANT	P. LOAN	R. GRANT	S. LOAN	T. GRANT	U. LOAN					
(1) FN					57.2		<table border="1"> <tr> <td>MM</td> <td>YY</td> </tr> <tr> <td> </td> <td> </td> </tr> </table>	MM	YY		
MM	YY										
(2)											
(3)											
(4)											
TOTALS											

13. DATA CHANGE INDICATOR. WERE CHANGES MADE IN THE PID FACESHEET DATA, BLOCKS 12, 13, 14, OR 15 OR IN PRP FACESHEET DATA, BLOCK 12? IF YES, ATTACH CHANGED PID FACESHEET.

2 1 = NO
2 = YES

14. ORIGINATING OFFICE CLEARANCE SIGNATURE S. Siegel <i>S. Siegel</i> by <i>John L. Withers</i> TITLE Director, USAID Liberia		15. DATE DOCUMENT RECEIVED IN AID/W. OR FOR AID V. OCCU. MENTS. DATE OF DISTRIBUTION DATE SIGNED <table border="1"> <tr> <td>MM</td> <td>DD</td> <td>YY</td> </tr> <tr> <td>12</td> <td>09</td> <td>76</td> </tr> </table>	MM	DD	YY	12	09	76
MM	DD	YY						
12	09	76						

1/ Dates and estimated costs pertain to Phase I (one year) of this project. Authorization for Phase II (4 additional years) depends upon AID approval of project design developed during Phase I.

5th Draft

LIBERIA YMCA

AGRICULTURAL TRAINING AND DEVELOPMENT PROJECT

July 8, 1976

A proposal by:
National Council of YMCAs of Liberia

In cooperation with:
U.S. National Board of YMCAs
International Division
World Development

OPERATIONAL PROGRAM GRANT (OPG) PROPOSAL

Project Title: YMCA Agricultural/Community Development Project

OPG Request Amount: \$57,200.00 (Survey Phase)

Location of Project: Liberia, Marshall Territory,
Nabahn Chiefdom

PVO: National Board of the YMCAs of the USA (Grantee) New York, N.Y.

National Board of the YMCAs of Liberia (Sub-grantee) Monrovia, R.L.

Funding Period of this OPG: October 1, 1976 through September 30, 1977.

PVO Contact Person: Richard T. Bertuccio - 291 Broadway New York,
New York 10007

Date of This Submission: July 8, 1976

A. Project Purpose and Description

1. Purpose:

- a) Through a survey, to establish information from which a valid program can be designed which will help the villagers in the project area (in and adjacent to the YMCA Property in Mabahn Chiefdom) to identify their developmental needs, and to plan and implement self-help activities to resolve their problems.
- b) To secure an essential access to the property and project area, and land clearing of the proposed demonstration/production cultivation area (to be provided by GOL)

2. Beneficiaries: The inhabitants of villages in and immediately adjacent to the YMCA Property in Mabahn Chiefdom.

3. Condition expected at end of this Survey Period:

- a) Data on the villagers in the project area will have been collected, and analyzed. Data will include population and composition, social structures and leadership patterns, employment and income, agricultural production and commerce, disease and health, education, migration, attitudes towards change, etc.
- b) A program to assist villagers to identify development needs of high priority which are susceptible to self-help solution will be finally designed, based on data collected in the survey, and analysis of that data. Inputs essential to the success of this assistance program will be more specifically identified and detailed. Initial assumptions contained in the preliminary draft will be tested, designed and modified accordingly - see appendix.
- c) Some village development groups will have been organized, and assisted to develop capability to become involved in self-help development planning and implementation.
- d) Candidates to serve as village - based development extension workers during the subsequent phase will have been identified and received initial training. This will include information on GOL organization and staffing for rural services in agriculture and health extension activities, education, etc.
- e) Land clearing and access roads to and on the YMCA Property will have been accomplished by the GOL. Soil analysis by the Ministry of Agriculture will precede a decision on location of a demonstration/production farm on the property.

The original program proposal was submitted by the YMCA in March 1975. A revised proposal submitted in January 1976, addressed questions which were preliminary phase for a survey, to develop base-line data from which the program assumptions could be verified and the inputs and outputs could be refined. The revision provided for an additional two-year phase for implementing the program as refined from the survey. Implementation would include assisting the villages in the project area to organize for self-help initiatives, to identify priority needs and to undertake design and implementation of self-help activities. Assistance to be provided by the YMA (with AID Grant Assistance) would include training in community development extension methods and techniques, and technical and support assistance to the communities in their self-help projects. Also to be included would be a YMCA-operated demonstration/production farm which would serve for motivation, training, and income generation to help finance the continuing program after AID assistance terminates. The self-help activities of the villages would be expected to contribute to increased agricultural production, improved marketing and commerce, improved health and sanitation practices and facilities, and improved non-formal education.

In February, 1976, YMCA Officials and USAID reviewed the revised proposal, and agreed on two additional points: (1) that the total program should be extended over a five year period, and (2) that an evaluation during the second year of implementation would serve to determine whether and how the project should be re-designed for the remaining period, based on implementation experience to that time.

In discussions subsequent to the February meetings, it was agreed to proceed with the request for funding for the survey phase, the first year of the extended program. The implementation phase which would follow, will depend on a refinement of the program design to be based on data collected during the survey (see Appendix for preliminary draft of a larger program).

3. Condition expected at end of this survey period:

- a) Data on the villagers in the project area will have been collected, collected and analyzed. Data will include population numbers and social structures and leadership patterns. Composition, employment and incomes, agricultural production and commerce, disease and health, education, migration, attitudes towards change, etc.
- b) A program to assist villagers to identify development needs of high priority which are susceptible to self-help solution will be finally designed, based on data collected in the survey, and analysis of that data. Inputs essential to success of the assistance program will be more specifically identified and detailed. Initial assumptions contained in the preliminary draft (see appendix).
- c) Some village development groups will have been organized, and assisted to develop capability to become involved in self-help development planning and implementation.
- d) Candidates to serve as village-based development extension workers during the subsequent phase will have been identified and received initial training. This will include information on GOL organization and staffing for rural services in agriculture and health extension activities, education, etc.
- e) Land clearing and access roads to and on the YMCA Property will have been accomplished by the GOL. Soil analysis by the Ministry of Agriculture will precede a decision on location of a demonstration/production farm on the property.

C. Project Analysis

This survey and design phase is a pre-condition to the larger project, which will be justified on the basis of results of this initial phase. Without pre-judging the ultimate design of the larger project, it is expected that the final results will substantially improve the productivity, the incomes and the quality of life of the villagers in the project area. Currently they are relatively isolated, mainly subsistence farmers, exceedingly poor, and unable to secure more than minimal social services and development assistance. Lacking assistance, they have not had the motivation to attempt to plan and organize community initiatives. It is expected that this survey will identify prospects for community self-improvement efforts which can be undertaken by the villagers, provided they can be given modest technical and support assistance. The survey will verify this assumption, it will provide essential social-cultural background knowledge, including the role of women and will develop factual statistics from which the economic effects of the project may be estimated.

The survey will be conducted by selected villagers in the project area who are chosen on the basis of literacy and leadership potential. It is hoped that these selected surveyors will become village developers assistants during the subsequent phase.

The YMCA will direct and supervise the survey, and will coordinate the analysis of the data, calling on the University of Liberia, the interested GOL Government services and Ministries, and Specialized Consultants to assist in the analysis. The YMCA will design and plan the larger project on the basis of the results of the survey, calling on these Government Services and Consultants for necessary assistance or advice.

D. Project Design and Implementation

1. Implementation Plan:

- a) As mentioned above, this survey phase will be directed and coordinated by the YMCA, assisted by appropriate GOL technical services and the University of Liberia. AID grant assistance would be to the National Board of YMCAs of the USA, which would provide a sub-grant to the National Board of YMCAs of Liberia. The latter group would employ a survey coordinator and staff, and secure the services of part-time consultants as necessary, and assistance and advice of GOL technical services. Survey interviewers and assistants will be selected and employed as mentioned in part 'C' above. Under this OPG, the YMCA will provide accommodation for the survey coordinator and project accountant in a village in the project area, and office space to serve as Headquarters for the survey. Also under this OPG, the YMCA will provide office and transportation equipment and supplies essential to the survey phase.
- b) The YMCA will provide the services of a staff officer, the Development Assistant, to coordinate the program from Monrovia and to serve as liaison with GOL technical services, the University of Liberia and USAID. This Officer is already on board. The Survey Coordinator will be recruited from a number of qualified candidates, several of whom have expressed an interest. Surveyors and Assistants will be recruited from the project area, and the YMCA is confident that qualifying candidates are available in sufficient numbers for the purpose.
- c) The YMCA proposes that funds under the OPG grant be provided quarterly in advance, based on budgetary schedules to be provided. Allotments subsequent to the first quarter would be adjusted to reflect unutilized balances from the previous period.
- d) Actions during this preliminary phase will be these:
 - OPG request submitted to USAID/Liberia and AID/Washington by the YMCA - July 1976; access road and land clearing need to be discussed with GOL.
 - OPG request reviewed and approved by AID/W - August 1976.
 - Operational Program Grant Agreement drafted by AID/W and negotiated with the National Board of YMCAs of the USA - August/September 1976.
 - OPG signed; first allotment transferred - October 1976.
 - Project Implementation Starts - October 1976.
 - Survey Coordinator recruited
 - Office and Staff Quarters leased in a project village
 - Transportation and office equipment and supplies purchased
 - Applications for surveyors received
 - Survey plan of action developed
 - Surveyors selected and trained - November 1976
 - Survey conducted in project villages - December 1976 to June 1977
 - Access road and land clearing performed by GOL - Dec. '76 - June '77

D. Project Design and Implementation (Cont'd.)

- Survey Data collected and analyzed - Feb. 1977 to July 1977
- Implementation phase program designed - May 1977 to July 1977
- Implementation phase OPG request submitted - July 1977
- " " " " approved by AID/W - August 1977
- First village development planning and action groups formed - August 1977
- OPG for implementation phase negotiated - September 1977
- OPG Agreement for implementation phase signed - October 1977

2. Measurement and Evaluation of Project Accomplishment: Inasmuch as this is a survey, analysis and design phase, the OPG proposal designed for the following implementation phase will serve this function. Other evidence will be in what development planning and action groups have been initially formed by the participating villages. Important assumptions to be verified during this phase include the successful completion of access road to the YMCA Property, essential land clearing, and completion of the soil survey preparatory to planting the demonstration/production farm for establishment during the second phase.

3. Logical Framework Matrix: (This being a project phase limited to survey and program design, a simplified matrix is appropriate)

- a) Goal: To improve the productivity, income and quality of life for the rural poor in the villages in the project area.
- b) Purpose: To provide a valid program design for assisting the villagers to identify their priority developmental needs and to plan and implement self-help activities to provide solutions.

To provide initial infrastructure (access road and land clearing) essential to commencing on implementation phase.

- c) Outputs: Data Collected and Analyzed
 Elements of implementation phase program identified and quantified
 Access road built; land cleared for demonstration farm;
 soil analyzed (GOL)
 Some village groups formed for development planning and action.
- d) Inputs: Survey Planned
 Survey staff provided.
 Survey staff outfitted with supplies, equipment, office, etc.
 Survey conducted.
 GOL road equipment and labor (access road and land clearing).
 GOL advice and assistance in data analysis.

E. Financial Plan (Survey Phase)

	<u>AID</u>	<u>YMCA</u>	<u>GOL</u>
1. Personnel (all Liberian except as noted)			
a) Development Assistant (1)		6.0	
b) Survey Coordinator (1)	4.2		
c) Bookkeeper (1)	3.6		
d) Village Surveyors (3)	5.4		
e) Asst. Surveyors (3)	4.5		
f) Consultants (part-time)	1.3		3.3
g) YMCA Analysts & Planners(US)		10.0	
h) Driver and Watchman	3.4		
i) Fringe Benefits 20%	4.5	3.2	
1. Personnel Sub-total	26.9	19.2	3.3
2. Travel	3.0	6.0	
3. Rent Office and Quarters	2.1		
4. Vehicle(one Luxi) (US mfg)	7.0		
5. Fuel, Repairs, Insurance	2.5		
6. Office furniture, equip. and supplies	3.3		
7. Demonstration Supplies	2.9		
8. Land clearing and access road			15.0
9. Overhead and Contingency 20%	9.5	5.0	
Totals	57.2	30.2	18.3

F. Conditions

1. Essential evidence that the project's requirements for supporting resources will be available from GOL, and that GOL approves the project initiatives, are contained in correspondence attached to the preliminary draft of the longer term program (see appendix).
2. Primary point of reference in the Government of Liberia will be the Ministry of Local Government, Rural Development and Urban Reconstruction. (See letter attached to Appendix).

APPENDIX

PART I: Project Summary and Recommendation

Project Paper Facesheet

Agency for International Development

Country: Liberia

Project Title: Liberia YMCA Agricultural/Community Development Project

Grantee: International Division, National Board of YMCAs of the U.S.A.

Sub-Grantee: National Board of YMCAs of Liberia

Funding Period: July 1, 1977 to June 30, 1981

Program Finances:

	Survey Phase	1st Year	2nd Year	3rd Year	4th Year	Total
AID GRANT	\$57,200.00	\$114,598.00	\$101,998.00	\$130,174.00	\$86,377.00	\$490,347.00
HOST GOVT.	--	143,000.00	253,840.00	258,300.00	261,300.00	934,860.00
OTHER DONORS	18,300.00					
YMCA	30,200.00	42,020.00	37,814.00	46,421.00	55,524.00	211,979.00
TOTAL	\$105,700.00	\$299,618.00	\$393,552.00	\$434,895.00	403,321.00	1,637,186.00

A. PROJECT PURPOSE

To create a functioning community structure for the identification of local needs which is transferring methods of self-help achievement at the village level.

B. DESCRIPTION OF THE PROJECT

The first indicator that the purpose has been achieved will be when at least three village-based organizations for decision making have been formed and decisions are being made. A Village Development Committee, made up of elders and other leaders, will be formed and responsible to the National Board of the Liberia YMCA. Three Sub-Committees will be formed for planning and directing development activities at local village levels, and be responsible to the Village Development Committee.

The second indicator that the purpose has been achieved will be the training of a cadre of village based workers to extend integrated rural development techniques. This cadre will begin with a core of 6 indigenous staff, along with 2 other Liberian Administrative Staff. This will extend to include 200 workers involved in village based self-help development activities.

The third is functioning integrated rural development techniques. These techniques will focus on improving farm production and marketing systems, improving health and sanitation practices, creating village-level non-formal education and training. It is projected that 1000 marginal subsistence farmers in each of the three village areas (3000 villagers per year, 6000 during the project period) will benefit from these improved techniques. AID funds will pay for the core project staff. Village volunteers will make up the organizational structure and the workers to carry out specific projects. On-going technical assistance will be supplied by the GOL as well as Firestone, and the University of Liberia. Outside assistance will be supplied by the World Development Unit and the Liaison Representative in West Africa of the International Division of the National Board of YMCAs of the USA.

C. SUMMARY FINDINGS

This project will focus on integrated rural development among marginal subsistence farmers in Mahbani, Marshall Chiefdom, Liberia. Its approach to improving farm production and marketing, health and sanitation practices, and creating non-formal education and training opportunities are through the organization and training of locally identified leaders and workers. This highly participative style is expected to ensure local decision making and to bring with it high commitment to identified goals in these areas. The community and family orientation of the development activities will ensure the participation of women at all levels. The project would have had one year for survey and design purposes, and appears sound in its research approach to integrated rural development and its reliance upon research throughout the project in the planning activities of the village-based organization. The project's reliance on local decision making in the organization of village-based activities is important for duplication and spread. The four-year period will also test the viability of increased farm production on the 1303 acre YMCA site. Any monetary surplus which accrues from the site will contribute toward the continuation of the program beyond the four-year funding period. The increased farm production will also enhance the social economic development of the area.

D. PROJECT ISSUES

Major issues raised by USAID have been addressed. There is now reliance on the accumulation of base-line data and the testing of assumptions. There is emphasis on functioning village-based organization. The organizing and participative decision making processes are central to the project. The development of the YMCA site is now in perspective as one resource available to the various villages for demonstration. Demonstrations will also be on existing farms possible increased production and assistance in resettling young farmers. Demonstrations will also be on existing farms.

The potential for spread to other parts of Liberia are greatly increased. In addition to the processes noted above, there is a high reliance on training a cadre of village-based workers whose leadership can become the stimulus and support for application of the project to other areas of the country.

PART II - PROJECT BACKGROUND AND DETAILED DESCRIPTION

A. BACKGROUND

The YMCA of Liberia dates back to 1881. The first black President of the World Alliance of YMCAs was Dr. Charles D. Sherman, who served from 1955 to 1965 and also Chairman of the National Board, Liberian YMCA. J. Andrew Kelley, in 1974, became the first Liberian National General Secretary, thereby completing the total indigenization of that YMCA.

There are six YMCA branches throughout the country. The YMCA in Monrovia has always been an active force for youth in the country. It has successfully hosted major Hi-Y conferences and model UN Assemblies drawing hundreds of youth from the entire country. In recognition of the leadership of the Liberian YMCA, the government, through the late President William V. S. Tubman, granted the Association 1,303 acres of land in Mhbahn in Marshall Territory. Its continuing good relations with the government is reflected in the subsidy granted and the personal recognition by President W.R. Tolbert, Jr. in his letter of transmittal.

The Government of Liberia, through the Ministry of Planning and Economic Affairs, has placed a priority on a program for integrated rural development. The government has specifically requested voluntary agencies to become a part of its development plan, as it relates specifically to integrated rural development.

The following is a schedule of key dates and events in the development and submission of the current proposal:

<u>Date</u>	<u>Event</u>
December, 1973	- AID/PVO visit to Liberia YMCA to discuss potential development project funding.
	- U.S. YMCA (International Division) staff team feasibility visit with Liberia YMCA and studies project site at Mhbahn.
	- Liberia YMCA, National Board, forms Development Project Committee to study role of YMCA to national priorities in integrated rural development.

The following is a schedule of key dates and events in the development and submission of the current proposal: (Cont'd.)

<u>Date</u>	<u>Event</u>
January, 1974	- 1st draft of proposal begins. - GOL assigns 2 from Ministry of Planning and Economic Affairs. - Initial communication to AID/Mission from YMCA regarding intentions to develop and submit proposal.
June, 1974	- Major Conference, "Development Projects Committee Workshop" with YMCA, GOL, AID representative discussing 1st draft.
October, 1974	- 2nd draft of proposal developed.
January, 1975	- U.S. YMCA (International Division) visit to Liberia and meeting with AID/Mission staff. - 3rd draft of proposal developed.
February, 1975	- Liberia YMCA discussions with AID/Mission - 4th draft of proposal developed. - U.S. Liaison Representative for West Africa meets AID/Mission staff. - 4th draft submitted to AID/Mission.
April, 1975	- AID/Mission transmits proposal with comments to AID/Washington. - AID/Washington discusses comments with U.S. YMCA staff. - Recommendation for modification suggested.
May-July, 1975	- Correspondence and discussions around AID/Mission critique of 4th draft. - U.S. YMCA - Liberia YMCA correspondence regarding follow-up measures.
July, 1975	- U.S. YMCA receives confirmation of major DFG from AID/PHA/PVC to assist LDC - YMCAs for social-economic development activities.
August - September, 1975	- Liberia staff reorganized to refine proposal to AID.
October, 1975	- U.S. YMCA Major Development Planning Conference involving World Alliance of YMCAs, Area Representatives from Asia, Africa, Latin America, and Europe with AID/Washington representatives. - New proposal based on previous drafts, critiques, and discussions developed.

- November, 1975 - U.S. YMCA Liaison Representative for West Africa visits AID/Mission and agrees with follow-up steps.
- U.S. YMCA Executive of International Division visits AID/Mission to discuss follow-up.
- December, 1975 - New concept paper submitted to AID/Mission.
- January, 1976 - AID/Mission submits concept paper to AID/Washington.
- AID/Washington discusses comments with U.S. YMCA staff.
- February, 1976 - U.S. YMCA with AID/Washington develop proposal according to Project Paper (PP) format for submission to Liberia YMCA for modification and approval.
- U.S. YMCA Liaison Representative for West Africa visits AID/Mission and agrees with Mission Officials to a five-year project period, and that an evaluation during the second year of implementation would determine the redesign for the remaining period.
- March, 1976 - Development Assistant appointed by the Liberian YMCA to serve as Project Director.
- May, 1976 - U.S. YMCA Liaison Representative for West Africa and Liberian YMCA Officials meet with Mission Program Officer to encourage finalization of proposal for funding this fiscal year.
- June, 1976 - U.S. Liaison Representative and YMCA Development Assistant collaborate with Mr. Allan Dean, FVO/AID Official in designing OPA for the survey.

B. Detailed Description

The program sector goal of the project is to improve the quality of life at the village level in a rural community. The project site location is in Mhbahn Chiefdom, Marshall Territory, Liberia. While the term "quality of life" is somewhat ambiguous, this proposal operates on the definition of this phrase as the improved ability of people to identify their own goals and devise means by which these goals can be achieved. While social-economic improvement of village life is an important part of the quality of life, it is not sufficient to fully define that term as used here. Sufficiency is obtained in the degree to which people begin to have control over those significant aspects of their life that they deem important.

Therefore, it follows that the project purpose is stated as to create a functioning community structure for the identification of local needs which is transferring methods of self-help achievement at the village level. The functional institutionalized framework developed at the village level is crucial for the improvement of the quality of life of the people. The identification of local needs and methods basically begins to foster a planning stance toward the improvement of their own lives. The self-help aspect of that involvement brings to the project an important dimension of ownership, pride, and confidence in what can be done by capitalizing on the inner strength of a community. The structure of the functional institutionalized organization will be an outgrowth of the processes begun on the part of the project. The end of project status, therefore, is projected at this point to include: village-based organizations for decision making; a trained

cadre of village based workers to extend integrated rural development techniques, and functional institutionalized integrated rural development techniques.

It is projected, at this time, that the village-based organization will most likely be made up of village elders and leaders within the community. Some attempt will be made to surface those natural leaders as well as the officially designated leaders. Primary dependence, however, will be building upon any existing structure that may now exist. The trained cadre of village-based workers will consist of a coordinator of rural services, three developers, and three village development assistants. This core staff of seven people will come from within the project site location, or nearby villages, and be selected for their natural abilities and for their acceptance within the project site location. Specialized training and support from consultants will come from the GOL as well as YMCA staff to strengthen and reinforce the positions and learnings of the core staff. It is projected that, from among this core staff, quality leaders will be identified from among those who help in the eventual spread of the project to other site locations if evaluation shows success in this model. Finally, the end of project should produce functional institutionalized, integrated rural development techniques. These techniques will relate to the three major outputs identified below:

Farm Production and marketing
Health and sanitation
Non-formal education and training

Ways of utilizing the technologies associated with each of these major outputs, as well as techniques for relating these to one another, will again be developed as a part of the functional institutionalized community decision making process. A detailed survey will be made before the start of the project to provide the necessary base-line data upon which more realistic projections of quantitative outputs can be made. The specific development activities are to be determined by the village leaders themselves. The work plan will specify activities as well as outputs. The inputs provided by AID will be matched by resources provided by the YMCA of Liberia and the U.S. YMCA International Division. The GOL will also provide essential access to the property and project area, and land clearing of the proposed demonstration/production cultivation area as well as consultative help in the areas of health and sanitation, education, and agriculture. Firestone will provide agricultural technical assistance, especially as it relates to growing rubber trees and marketing produce. The brick-making facilities on the Firestone property will be utilized to manufacture bricks for self-help projects where needed. The U of L will provide inputs related to evaluation and planning, agriculture, education, health, and communication. Very critical to the success of the project, are the inputs provided by the village volunteer elders as well as the village workers. It must be noted that some of the chiefs and village elders have already been involved in YMCA activities. Their continued support and participation in the decision making and self-help effort, as well as those who have not been involved in the YMCA, are expected and critical to the success of the project.

The Project Director is presently employed by the Liberian YMCA as a Development Assistant for the National Board of the YMCA of Liberia. In this capacity, he is responsible for development activities for the entire country as it relates to the various branches and activities of the YMCA of Liberia. His assuming the responsibility of Project Director indicates the significance of this model for agricultural rural development as it relates to the YMCA in Liberia. He will be a key person in the replication of the project to other parts of the country. As noted, the core staff of seven will be indigenous to the project site location, or nearby villages. While it is anticipated that the staff will lack many of

the formalized skills, every attempt will be made to select people who have natural leadership ability and respect within the community. This, combined with the intensive training program and assistance from consultants, will support their role in the project. Basic to the rationale for this self-help community-based effort is that the core staff must be from within in order to gain credibility as a project which is going to be truly indigenous to the community.

The travel noted in the grant is primarily to support the training efforts noted above. It is anticipated that staff will be sent for a short period of time to places where formal and informal training can be obtained. This, of course, will be supplemental to the training received at the project's location.

A minimum amount of capital development is identified during this project's four years of funding. A village development office with room for meetings will be built of local construction and become the center of activities in the project site. A staff house, and a warehouse for storage will also be constructed. The vehicles identified are seen as a minimum in order to give mobility to the primary staff of the project and also provide some ability to move people and commodities to appropriate locations.

The items identified under demonstration agricultural project are viewed as a minimum in order to begin key demonstration projects which will provide learning for participating farmers. It is noted that an emphasis will be placed upon medium-level technology and methods which are applicable to the kinds of marginal subsistence farms that exist within the area. The demonstrations will primarily occur on the YMCA land, and at selected farms throughout the site location.

III PROJECT ANALYSIS

A. Technical Analysis Including Environmental Assessment

The accompanying diagram, "Village Farm Development Committee Process," is the theoretical model on which this project is based. This project incorporates the elements noted under Survey Phase I, and Phases II and III. The locally autonomous and indigenous YMCA, through its Development Assistant, begins to stimulate the development process through selectively contacting village elders and leaders at the project site at Mahbaba Chiefdom, Marshall Territory in Liberia. The approach at first is informal. The initial survey will establish information as reflected in the OPC.

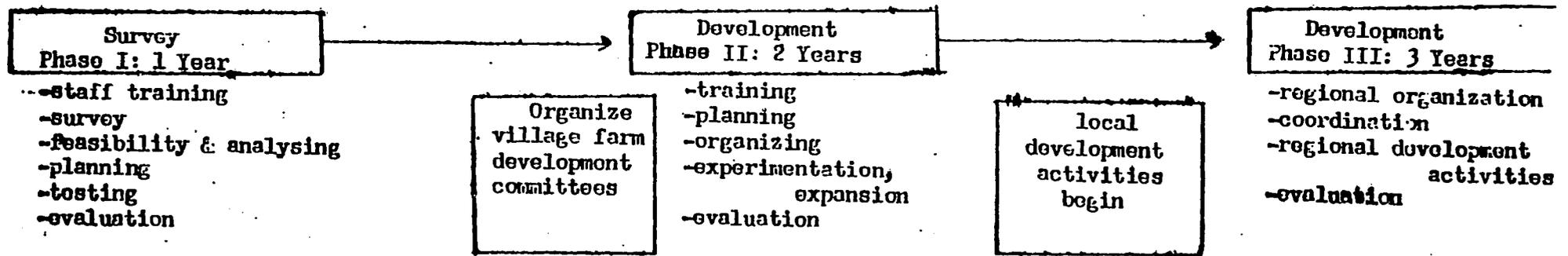
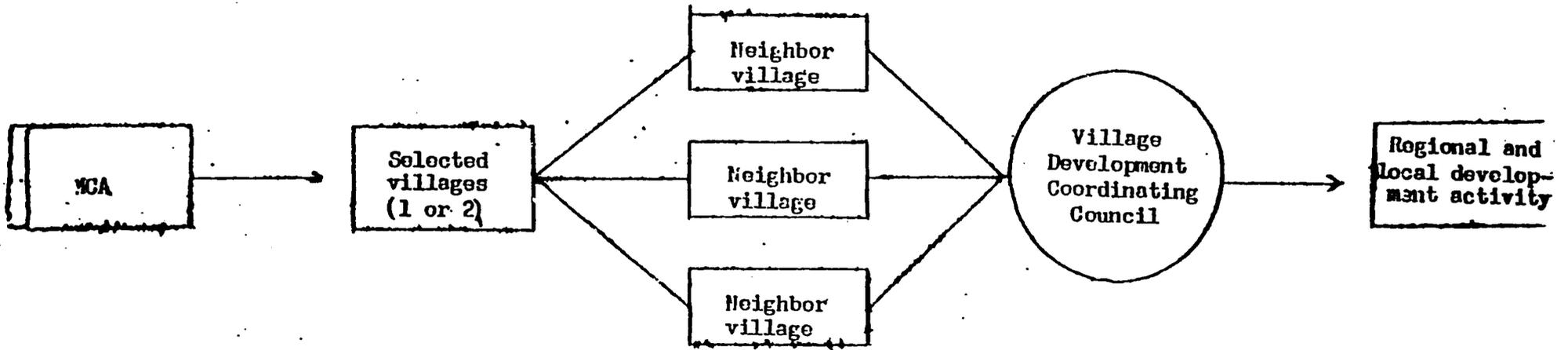
These early steps are critical for the success of the project and to achieve the stated project purpose:

To create a functioning community structure for the identification of local needs which is transferring methods of self-help achievement at the village level.

The identification of the village elders and leaders, both officially designated and "natural leaders," will eventually become the basis for the formation of a development committee. This committee is the village-based organization for decision making - noted as a condition that will indicate project purpose has been achieved.

While the formation of such a structure will be a natural outgrowth of identification of existing structures for decision making, it cannot be assumed at this point that the structures will be identical. The village development committee begins to take on more functional characteristics as it begins to review the initial survey data gained, reviews the results, and makes detailed

VILLAGE FARM DEVELOPMENT COMMITTEE PROCESS



CHANGES PRODUCED BY THE ABOVE PROJECTS:

Independent Variables

- attitude change
- leadership patters and social structure modification
- tradition, training, education patterns modification

Dependent Variables

- farm production and marketing improvement
- income and employment increase
- health and sanitation improvement
- rural to urban migra- tion slowed

Constants

- land
- rainfall
- disease
- postilence

plans which meet the development needs of the area.

The trained cadres of village-based workers, the second condition of project purpose, will extend integrated rural development techniques. During the stages of base-line data collection, local leaders will begin to surface and be identified as potential staff and volunteers. As the staff becomes trained, and as the village elders and other leaders begin to plan, integrated rural development techniques will begin to materialize. The utilization of outside consultants, the necessity of facing the constraints within the community, and the dependence upon locally generated workers will combine to produce techniques which are relevant to the needs of that community. This will also insure that with the withdrawal of outside funding, the strengths identified will remain. All outside assistance is supplemental to the internally identified resources.

The following is a discussion of the survey to take place during Phase I of this proposal. This survey will lead directly into the village-based, community organizing process identified above, and into planning for the major outputs noted:

- Improved farm production and marketing systems;
- Improved health and sanitation practices;
- village level non-formal education and training

It is important to note that the planning/evaluation process identified here is conducted with locally identified staff and volunteer leadership. Outside assistance will be used to train the staff. Conducting the survey and beginning to deal with research questions is not only an important part of their training, but is a prelude to the actual involvement and commitment to the goals identified as a outgrowth of this process.

PHASE I: A SURVEY

I. Introduction

A first step in the planning/evaluation process is to begin to collect baseline data. While some needed baseline data are available in Liberia, the kind necessary for the project in Mahbahn Chiefdom in Marshall Territory are not available. The purpose of our collecting baseline data is as follows:

1. to assess needs;
2. for project planning;
3. for project evaluation.

Assessing Needs

The focus will be on the following needs in Mahbahn Chiefdom: farm production and marketing, income and employment; health and sanitation; rural to urban migration.

Project Planning

In order to begin to plan in a meaningful way, assumptions must be made about causality in the form of an hypothesis. The hypothesis begins to relate these independent variables (causes) to the identified needs (or dependent variables.) While the notion of causality must be treated with discretion, it is useful because it begins to set forth relationships assumed to exist between causes (independent variables) and effects, problems, or needs (dependent variables.) Project planning takes on a more rational approach when it begins to take into account those relationships and bring about change in the independent variable in order to influence the dependent variables in a desired direction.

Evaluation is on-going as well as long term. As an on-going process during the life of a project, evaluation is a project monitoring device. It answers questions related to the inputs and the immediate outputs, the activities generated by a project, and their timing and cost. As a long term process beginning at a designated point after the project has ended, evaluation begins to focus on the impact or the results of those funded activities, on the identified needs, effects or problems being attacked. Stated another way: 1) have the activities caused change in the identified independent variables?; 2) even if there has been change in the identified independent variable, has there been a reasonable change in the identified dependent variable?; 3) what are the indications of change in both the independent and dependent variables?; 4) what amount of change in both the independent and dependent variable is sustained after termination of outside funding, and over what period of time.

II. Statement of the Problem

An attempt will be made to identify what causes a healthy, well-integrated, rural, agricultural community. The assumption is made that increasing farm production is not simply the result of introducing new techniques. Likewise, increasing income is not only a matter of creating jobs. The entire system called the agricultural community must be considered. We recognize that strict causality is perhaps an impossibility to determine, but believe that there is value in beginning to identify the significant variables at work in the system and begin to analyse whether changes in one or more produce changes in another.

The problems then is to begin to look at the complexity of independent and dependent variables in the rural environment of Mahbaha Chieftom to begin to identify them, and to begin to analyse their inter-relationships. For the YMCA, the survey is the beginning of the planning of meaningful development activities. This survey also forms the base from which results are measure and further modifications are made and shared.

III. Discussion of the Variables

A. Attitudes

The survey will attempt to measure attitudes toward change and acceptance of new technologies. Motivation for improved conditions, measurement of aspirations and hopes for the future, as well as an analysis of the degree to which the "inevitable" is a part of consciousness (determinism) will be measured. An attitude for our purposes will be defined as a mental state verbalized to indicate a pre-disposition to act or not to act when confronted with defined problems.

B. Social structure and leadership patterns

The survey will focus on defining the nature of the social structure and leadership patterns. Basic demographic data will be gathered along with description of inter-relationships and spheres of influence. Questions to be answered will relate to the identity of individuals, how influence is exerted, the nature and acceptance of community sanctions.

C. Tradition, training, educational patterns

How is information transmitted? This question will be asked in order to analyze formal as well as non-formal ways in which learning takes place. Childhood practices, the role of village chiefs, elders, parents, and formal teachers are all important considerations. Some attempt will be made to assess the resistance or acceptance to new ideas and ways of doing things. The reinforcement techniques of learning as well as the sanctions

Dependent Variables1. Farm production and marketing

Some assessment will be made of the current level of farm production and extent of marketing systems. Commonly grown crops and vegetables will be identified along with expected yields. Use of fertilizers and other technologies will be noted. Farm implements, manner of securing needed inputs as well as methods of marketing produce will be described.

2. Income and employment

Closely related to the above, income derived from farm production will be noted. Employment patterns in the area will be described along with a determination made of the number of unemployed persons - those able-bodied persons seeking employment and not self-supporting, but unable to find such employment.

3. Health and sanitation

Principle indication of health will be infant mortality rates, average life expectancy, and caloric intake based upon an analysis of the meals and amounts commonly eaten, malaria intestinal disease and loss of time therefrom. Sanitation will be rated based upon the number of latrines covered and separated, the presence and quality of the drinking water, and hygiene practices. Other indicators will include distance to the nearest medical facility, availability of trained medical assistance.

4. Rural to urban migration

To what extent do rural people leave the area and go to the city? What are their ages, sex? Do they go to the major cities, or intermediary ones? What are the reasons for migration? In addition to these questions, some attempt will be made to ascertain to what extent this migration is permanent. Is there a periodic flow back to the rural area? For what reasons and under what conditions?

CONSTANTS

While the word "constant" is something of a misnomer, it does begin to take account of the importance of natural phenomena as a stabilizing influence in the process of development. "Land" refers to the basic quality of the land for given agricultural functions. It is assumed that it may be in poor condition and in small amounts, however, it is of a basic quality and kind to profit from basic inputs. It assumes also that rainfall will be adequate and that disease and pestilence are within control. Of course, any major problems noted with regard to the natural phenomena would greatly modify the approach taken with respect to change in the independent variables. The constant variables, in fact, may become one of the significant variables considered along with the other independent variables.

As noted, it is not planned to use advance technology in the development activities to be identified by the village elders. To the contrary, high dependence will be made upon building upon the basis technology employed in the village and attempting to produce small changes in the techniques and methods currently employed. For example in housing, the construction is usually of mud and grass. Bricks or stones may be employed to improve this construction. A minimum dependence will be made, for example, on the use of high energy.

consumption machinery. Simple improvements in hand tools and implements with perhaps greater dependence on animal power will be fostered.

Shared farming, as well as common cooperative work on village projects will be encouraged through the revolving loan fund which may be made in the program during the 3rd and 4th years identified in the budget. Priorities and organization of work groups will be done by the locally identified leadership noted above. Emphasis will be made on beginning simple projects and activities that can be accomplished in relatively short time with little resources from outside the project site location.

In this way, success can be easily achieved and more importantly self-confidence in the self-help process can be encouraged. It is also anticipated that spread and expansion of these activities will be more possible with visible successful development activities. By building upon past experiences and practices, radical changes in the environment and the ecological balance that has been achieved will not be disturbed.

Basic to the approach and rationale of the project is the utilization of a "technology" that focuses on the processes and ways of organizing village-based leadership, encouraging broad-based participation in decision making, and identifying of projects that will meet needs and motivate work toward identified goals. This project does not emphasize nor depend on importing outside technology, especially advanced high energy consumption methods and techniques.

All consultants will be selected on the basis of their understanding and support of this basic approach. To help assure this, primary emphasis will be placed on utilizing locally identified consultants. If not available in Liberia, then West Africa. Minimum dependence will be used on consultants from outside the continent. Where identified, such as in planning and evaluation, their primary role will be to identify the planning and evaluation processes and assist in the training and motivation for local leadership to carry on these processes.

It is anticipated that 69 months after the project is approved the baseline data will have been developed, further refinement will take place over the life of the project.

I. Financial rate of return/viability

As noted, detailed projections on the financial rate of return of participating farmers will be produced at the end of the first year that the project is implemented. This analysis will indicate:

- (a) Number of potential participating farmers;
- (b) Projection on anticipated increase in earned income through development activities.

The 1,303 acre property of the YMCA will be used for both demonstration and production purposes. Placing increasing acreage into production is reflected in the previous diagram of the "Village Farm Development Committee Process," Phase III. The detailed planning and work for Phases II and III will be an outgrowth of the survey Phase I. One possibility is that increasing acres of the 1,303 acre site will be used for training and employing youth in agricultural production. Income earned from increased production, in part, can help to fund on-going project activities after the withdrawal of AID funds.

2. Recurrent budget analysis of implementing agency

The YMCA of Liberia is a well established private voluntary Organization. Its source of income is broadly based and includes funds privately raised from individual citizens of Liberia, allocations from the Government of Liberia and funds from U.S.

YMCA INTERNATIONAL DIVISION. In addition, as a member movement of the World Alliance of YMCAs, it is eligible for various kinds of support assistance. Increasingly, the World Alliance has been placing a priority on social-economic development activities of YMCAs in LDC's.

A working fund for development, though modest, has been created. Plans are currently underway to increase that fund and provide greater assistance to LDC-YMCAs engaged in activities projected in this paper. Additional support for LDC-YMCAs is being sought from other "donor" YMCAs in addition to the U.S. YMCA. These include: Germany, Sweden, England, Switzerland, Japan and Australia.

B. Financial Analysis and Plan

AID SUPPORTED	Survey	1st Year	2nd Year	3rd Year	4th Year
1. Operating Costs	\$20,400.00	\$31,100.00	\$28,100.00	\$11,000.00	\$5,300.00
2. Administrative Costs	25,600.00	28,068.00	47,968.00	73,744.00	37,647.00
3. Fixed Capital Costs	7,000.00	31,000.00	--	15,000.00	10,000.00
4. Demonstration A. Agricultural Costs	2,900.00	21,430.00	19,930.00	21,430.00	25,930.00
5. Loan Fund	--	--	--	6,000.00	6,000.00
6. Training & Consultants	1,300.00	3,000.00	6,000.00	3,000.00	1,500.00
<u>TOTALS</u>	\$57,200.00	\$114,598.00	\$101,998.00	\$130,174.00	\$86,377.00

The above financial analysis shows a breakdown of the proposed budget by 6 major categories. The operating costs, #1 and some decreased proportion of the administrative costs, #2 represent the major on-going items that will have to be maintained after the withdrawal of outside funding from AID.

The experimental revolving fund to be started in the 3rd year will provide guidance for possible use of those techniques during the last two years of the project.

FINANCIAL PLAN/BUDGET TABLESSURVEY PHASE I

<u>I. PERSONNEL</u>	<u>AID</u>	<u>YMCA</u>	<u>GOL</u>	<u>SPECIFY</u>
1. Development Assistant(Prof.Dir.) (1)		\$6,000.00		
2. Survey Coordinator (1)	\$4,800.00			
3. Bookkeeper (1)	3,600.00			
4. Village Surveyors (3)	5,400.00			
5. Assistant Surveyors (3)	4,500.00			
6. Consultants (Part-time)	1,300.00		\$3,300.00	
7. YMCA Analysis & Planners(U.S.)		10,000.00		
8. Driver & Watchman	3,400.00			
9. Fringe Benefits (20%)	4,500.00	3,200.00		
10. PERSONNEL SUB-TOTAL	\$26,900.00	\$19,200.00	\$3,300.00	
II. Travel	\$3,000.00	\$6,000.00		
III. Rent: Office & Quarters	2,100.00			
IV. Vehicle (one 4 x 4)	7,000.00			
V. Fuel,Repairs,Maintenance	2,500.00			
VI. Office Furniture,Equip.& Supplies	3,300.00			
VII. Demonstration Supplies	2,900.00			
VIII.Land Clearing & Access Road			15,000.00	
IX. Overhead & Contingencies(20%)	9,500.00	5,000.00		
GRAND TOTALS	\$57,200.00	\$30,200.00	\$18,300.00	

1. PERSONNEL	AID	YMCA	OTHER	SPECIFY
1. Development Assistant (1) (Project Director)		\$6,600.00		
2. Coordinator, Rural Services (1)	\$4,620.00			
3. Bookkeeper (1)	3,960.00			
4. Village Developers (3) (3 x 1,980)	5,940.00			
5. Village Development Assistant (3) (3 x 1,650)	4,950.00			
6. Village Volunteer Elders (20) (20 x 1,650)			\$33,000.00	Local Volunteers
7. Village Workers (100) (100 x 1,000)			100,000.00	Local Volunteers
8. Consultants:				
a. health/sanitation	1,000.00		1,000.00	GOL
b. education	1,000.00		1,000.00	GOL
c. agriculture	1,000.00		1,000.00	Firestone/GOL
d. evaluation/planning		10,000.00	2,000.00	U.of L.
9. Driver	2,400.00			
10. Watchman	1,020.00			
STAFF SUB-TOTAL	\$25,890.00	\$16,600.00	\$138,000.00	
Fringe Benefits (20%)	5,178.00	3,320.00		
PERSONNEL SUB-TOTAL	\$31,068.00	\$19,920.00	\$138,000.00	
II. Travel	\$4,000.00	\$6,000.00		
Capital Development: (a) Village				
III. Development, Meeting House & Staff House	22,000.00		5,000.00	Village Donations
IV. Land (7 acres x 1,300)		9,100.00		
V. Vehicle-Pick-up Truck	8,000.00			
(a) Insurance	1,000.00			
VI. Vehicle Maintenance:				
a. fuel	2,000.00			
b. spares	2,500.00			
c. repairs	2,000.00			
VEHICLE & MAINTENANCE SUB-TOTAL	\$15,500.00			
VI. Demonstration Agricultural Projects:				
a. hand tools	1,000.00			
b. seeds	650.00			
c. cattle, swine, broilers	3,700.00			
d. fencing	1,000.00			

Sheet 23
FIRST YEAR (Cont'd.)

	AID	YMCA	OTHER	SPECIFY
e. pumps/piping/wells	\$5,000.00			
f. latrine/housing supplies	5,000.00			
g. fertilizers	2,280.00			
h. insecticides	800.00			
i. testing & demon. equip.	2,000.00			
AGRICULTURAL SUPPLIES SUB-TOTAL	\$21,430.00			
VII. Office Supplies and Other	\$1,500.00			

I. PERSONNEL	AID	YMCA	OTHER	SPECIFY
1. Development Assistant (1) (Project Director)		\$7,260.00		
2. Coordinator, Rural Services (1)	\$5,008.00			
3. Financial Administrator (1)	4,356.00			
4. Village Developers (6) (6 x 2178)	13,068.00			
5. Village Development Assistants (6) (6 x 1,815)	10,890.00			
6. Village Volunteer Elders (20) (20 x 1,815)			\$36,240.00	Local Volunteers
7. Village Workers (200) (200 x 1,000)			200,000.00	Local Volunteers
8. Consultants:				
a. health/sanitation	2,000.00		2,000.00	GOL
b. education	2,000.00		2,000.00	GOL
c. agriculture	2,000.00		9,600.00	Firestone/GOL
d. evaluation/planning		11,000.00	4,000.00	U. of L.
9. Driver	2,640.00			
10. Watchman	1,122.00			
11. Utility Assistant	1,815.00			
STAFF SUB-TOTAL	\$44,973.00	\$21,260.00	\$253,840.00	
Fringe Benefits (20%)	\$8,995.00	\$4,252.00		
PERSONNEL SUB-TOTAL	\$53,968.00	\$25,512.00	\$253,840.00	
II. Travel	\$2,000.00	\$6,000.00		
III. Demonstration Agricultural Projects				
a. hand tools	1,000.00			
b. seeds	650.00			
c. cattle, swine, broilers	3,700.00			
d. seedlings	500.00			
e. fencing	1,000.00			
f. pumps/piping/wells	5,000.00			
g. latrine/housing supplies	5,000.00			
h. fertilizer	2,280.00			
i. insecticides	800.00			
AGRICULTURAL SUPPLIES SUB-TOTAL	\$19,930.00			
IV. Vehicle Maintenance:				
a. fuel (\$50/wk. x 52)	2,600.00			
b. spares	3,000.00			
c. repairs	2,000.00			
VEHICLE MAINTENANCE SUB-TOTAL	\$7,600.00			

	AID	YMCA	OTHER	SPECIFY
VI. Office Supplies and Other	\$1,500.00			
SUB-TOTAL	\$84,998.00	\$31,512.00	\$253,840.00	
Administrative Expense (20%)				
VII. Contingency	17,000.00	6,302.00		
GRAND TOTAL	\$101,998.00	\$37,814.00	\$253,840.00	

I. PERSONNEL	AID	YMCA	OTHER	SPSCFY
1. Development Assistant (1) (Project Director)		\$7,986.00		
2. Coordinator-Rural Services (1)	\$5,590.00			
3. Bookkeeper (1)	4,791.00			
4. Village Developers (6) (6 x 2396)	14,982.00			
5. Village Development Assistants (6) (6 x 1997)	11,982.00			
6. Village Volunteer Elders (20) (20 x 1815)			\$36,300.00	Local Volunteers
7. Village Workers (200) (200 x 1000)			200,000.00	Local Volunteers
8. Consultants:				
a. Health/Sanitation	1,000.00		3,000.00	GOL
b. Education	1,000.00		3,000.00	GOL Fire-
c. Agriculture	1,000.00		12,000.00	GOL/stone
d. Evaluation/Planning		15,000.00	4,000.00	U.of L.
9. Driver	2,904.00			
10. Watchman	1,234.00			
11. Utility Assistant	1,996.00			
Staff Sub-Total	45,873.00	22,986.00	258,300.00	
Fringe Benefits (20%)	9,175.00	4,598.00		
Personnel Sub-Total	\$55,048.00	\$27,584.00	\$258,300.00	
II. Travel	2,000.00	2,000.00		
III. Revolving Fund				
a) Village Projects (2000 x 3)	6,000.00			
IV. Demonstration Agri/Projects:				
a. hand tools	1,000.00			
b. seeds	650.00			
c. cattle, swine, broilers	3,700.00			
d. fencing	1,000.00			
e. pumps/piping/wells	5,000.00			
f. latrine/housing supplies	5,000.00			
g. fertilizers	2,280.00			
h. insecticides	800.00			
i. testing and demonstration equipment	2,000.00			
AGRICULTURAL SUPPLIES SUB-TOTAL	\$21,430.00			
V. Land (7 acres x 1300)		9,100.00		

	AID	YMCA	Other	Specify
VI, Vehicle Maintenance:				
(a) fuel	\$2,000.00			
(b) spares	2,500.00			
(c) repairs	2,000.00			
(d) insurance	1,000.00			
Vehicle Maintenance Sub-Total	\$7,500.00			
VII. Capital Development Warehouse	15,000.00			
VIII. Office Supplies	1,500.00			
SUB-TOTAL	\$108,478.00	\$38,684.00	\$258,300.00	
Administrative Expense				
IX (Contingency 20%)	21,696.	7,737.00		
GRAND TOTALS	\$130,174.00	\$46,421.00	\$258,300.00	

FWD:bjs

I. PERSONNEL	AID	YMCA	OTHER	SPECIFY
1. Development Assistant (1) (Project Director)		\$8,785.00		
2. Coordinator-Rural Service: (1)	\$3,119.00		\$2,000.00	Local Villagers
3. Bookkeeper (1)	5,270.00			
4. Village Developers (6) (6 x 2,636)	2,900.00			YMCA Farm & Local Villagers
5. Village Development Assistant (6) (6 x 2,197)	2,417.00			YMCA Farm & Local Villagers
6. Village Volunteer Elders (20 x 1,996)			43,920.00	Local Volunteers
7. Village Workers (200 x 1100)			200,000.00	Local Volunteers
8. Consultants a. health/sanitation b. education c. agriculture d. evaluation/planning	500.00 500.00 500.00	16,000.00	3,500.00 3,500.00 3,500.00 5,000.00	GOL GOL GOL U.of L.
9. Driver	3,114.00			YMCA Farm & Local Villagers
10. Watchman		1,357.00		
11. Utility Assistant	2,196.00			
STAFF SUB-TOTAL	\$20,626.00	\$26,142.00	\$261,420.00	
Fringe Benefits (20%)	4,125.00	5,228.00		
PERSONNEL SUB-TOTAL	\$24,751.00	\$31,370.00	\$261,420.00	
II. Travel	1,000.00	1,000.00		
III. Revolving Fund Village Projects (2000 x 3)	6,000.00			
IV. Demonstration/Agricultural Projects				
a. hand tools	2,000.00			
b. seeds	1,650.00			
c. cattle, swine, broilers	5,000.00			
d. seedlings	2,000.00			
e. fencing	2,000.00			
f. pumps/piping/wells	5,000.00			
g. latrine/housing supplies	5,000.00			
h. fertilizer	2,280.00			
i. insecticides	1,000.00			
AGRICULTURAL SUPPLIES SUB-TOTAL	\$25,930.00			
V. Land (7 acres x 1300)		\$9,100.00		

Sheet 19
4TH YEAR (Cont'd.)

	AID	YMCA	OTHER	SPECIFY
VI. Vehicle Maintenance				
a) fuel	\$1,300.00	\$1,300.00		
b) spares	1,500.00	1,500.00		
c) repairs	1,000.00	1,000.00		
d) insurance	500.00	500.00		
<u>VEHICLE MAINTENDANCE SUB-TOTAL</u>	<u>\$4,300.00</u>	<u>\$4,300.00</u>		
VII. CAPITAL DEV. RESERVOIRS CONSTR.	\$10,000.00			
VIII. Office Supplies		500.00		
SUB-TOTAL	\$71,981.00	\$46,270.00	\$261,420.00	
IX. Administrative Expense (Contingency 20%)	\$14,396.00	\$9,254.00		
<u>GRAND TOTALS</u>	<u>\$86,377.00</u>	<u>\$55,524.00</u>	<u>\$261,420.00</u>	

BUDGET SUMMARY

	AID	YMCA	OTHER	TOTALS
<u>SURVEY</u>	<u>\$57,200.00</u>	<u>\$30,200.00</u>	<u>\$18,300.00</u>	<u>\$105,700.00</u>
<u>FIRST YEAR</u>	<u>114,598.00</u>	<u>42,020.00</u>	<u>113,000.00</u>	<u>299,618.00</u>
<u>SECOND YEAR</u>	<u>101,998.00</u>	<u>37,814.00</u>	<u>253,840.00</u>	<u>393,652.00</u>
<u>THIRD YEAR</u>	<u>130,174.00</u>	<u>46,421.00</u>	<u>258,300.00</u>	<u>434,895.00</u>
<u>FOURTH YEAR</u>	<u>86,377.00</u>	<u>55,524.00</u>	<u>261,420.00</u>	<u>403,321.00</u>
<u>TOTALS</u>	<u>\$490,347.00</u>	<u>\$211,979.00</u>	<u>\$934,860.00</u>	<u>\$1,637,185.00</u>

C. Social Analysis

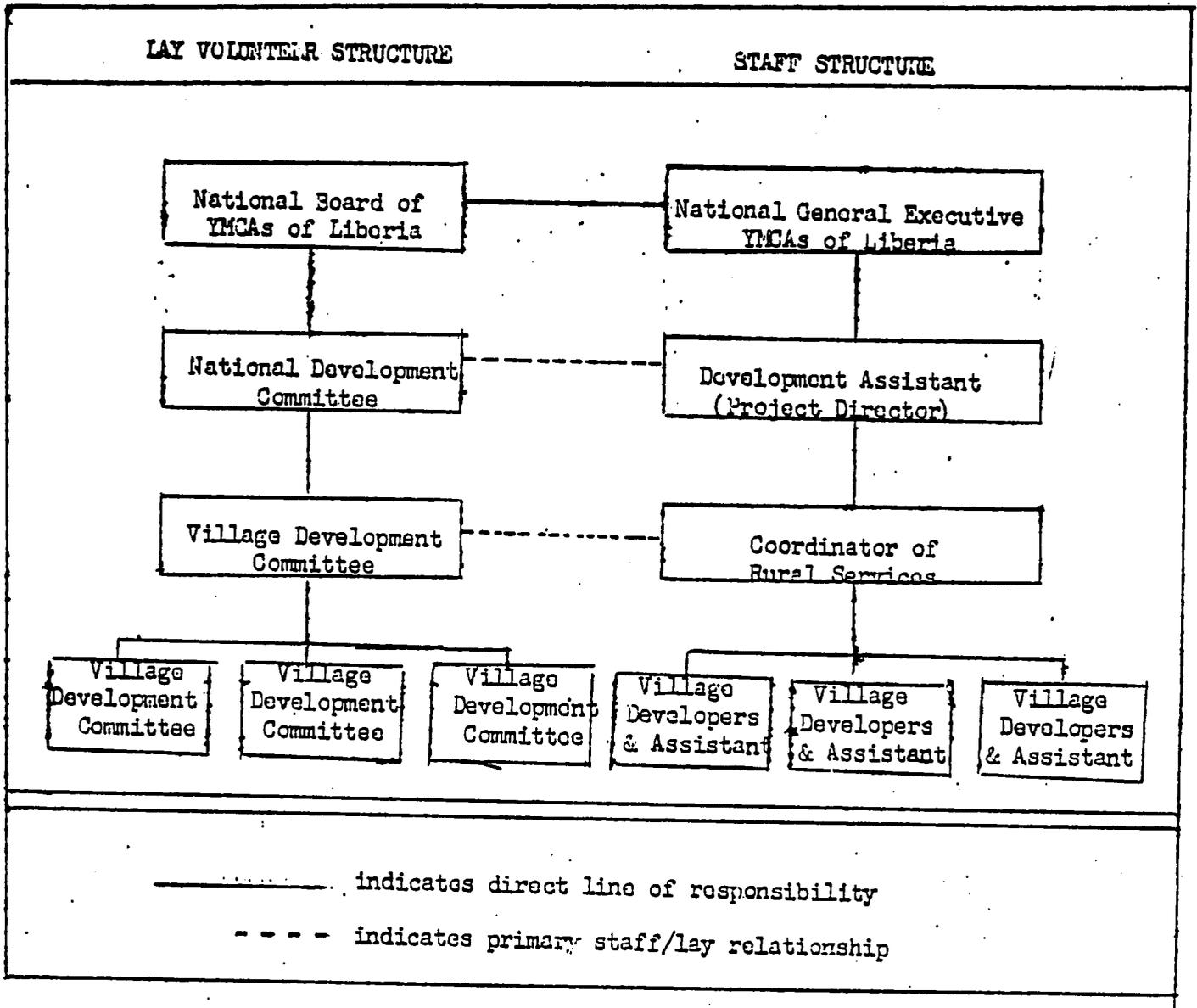
Many of the elements of the social soundness of the project have been discussed previously. It is presented here according to the recommended format for "Social Soundness Analysis."

1. Socio-Cultural feasibility

The project design assures that the values, beliefs, social structure and organization of the villagers are taken into account. The project begins with detailed data collection. It depends primarily for success upon the identification of key leadership in the community and utilizing the elders and leaders to give direction to the project. With the exception of the Liberian Project Director, all staff and volunteers will be from the project site location or nearby villages.

The identification of workers from the area for development activities in the villages will insure the spread of the project throughout the region. The core staff will be trained and also indigenous to the area. Their efforts will be geared to support and help mobilize the broader based efforts of the village workers.

The organizational structure is as-follows as it relates to the National Board of YMAAs of Liberia is as follows:



The basis of motivation for participation is seen as coming from several different sources:

- (a) working through "traditional" and "natural" leadership assumes a certain amount of commitment by followers once leadership commitment is obtained;

- (b) goals identified by participants themselves will carry greater commitment;
- (c) agriculture, education, health, sanitation demonstrations will provide visible evidence of what can be accomplished;
- (d) additional income, improved health and greater education are strong motivating factors once evidence becomes visible of benefits gained by participants.

All participants will be residents of the rural area. Most will be marginal subsistence farmers. Programs will give some attention to the problem of unemployed rural youth and young adults, both male and female. The entire family, however, will benefit in a total program of village development.

Landlords or working persons gainfully employed will not participate in the project as beneficiaries. The increased activity in Mahbahn, no doubt, will indirectly benefit those persons owning land in the area. GOL is expected to build an access road to the project location.

There are at least two different clan groupings in the area. This, however, is not seen as a major divisive quality. Most of the people speak English and maintain a Liberian identity.

2. Spread Effects: The Diffusion of Innovation

The spread of the effects of the project is judged to result from the following factors:

- (a) the director of the project is the Development Assistant for the National Board of YMCAs of Liberia. In that capacity, he is responsible for developing and executing a development plan for all YMCAs throughout the country. His prime leadership to this project indicates the importance of this model for replication for the entire country;
- (b) a primary consultant for the project design is the U.S. YMCA Liaison for West Africa based in Accra. A minimum of 50% of his portfolio is for assisting YMCAs throughout West Africa to design and implement a development plan;
- (c) the core staff of the project will be prime candidates for training activities of a similar nature once success is demonstrated;
- (d) implicit in the design is for the village successfully engaged in development activities to become "laboratories" for the training of other potential leaders from other villages:

The following is seen as the sequence of spread for the project:

- (a) the original villages selected become a "laboratory" of experience and demonstration through the high visibility they have gained in their community self-help projects;
- (b) "natural" leaders identified in nearby villages begin meeting with formed and operating Village Development Committee for experience and information sharing:

- (c) special sessions with leadership of established Committee with newly-identified leadership;
- (d) new leadership participates in self-help projects on a demonstration basis to learn of techniques, methods, and problem areas;
- (e) traditional chiefs and elders of established Development Committee meet with traditional chiefs and elders of new village for rapport, support and sharing of experience;
- (f) support gained for natural leadership to begin organizing activities in new village;
- (g) similar pattern of organization initiated as noted above;
- (h) when a number of villages of approximately 2,000-3,000 people are formed and operating, a Coordination Council of Village Development Committee will be organized.

3. Social Consequences and Benefit Incidence

This project focuses on the poorest people in Liberia, the marginal subsistence farmer, their families and community. All programs will be open to women. Special programs will be focused on health and nutrition, especially as it affects pre- and post-natal care, improving the home living area, building garden plots, women's role in food processing and marketing.

In addition, they, along with other members of the community who wish to participate, will have access to non-formal education and training activities in agriculture and marketing, health and sanitation. While 7 staff positions identified will provide some employment opportunities, the primary employment will come from what can be generated from within the community as a result of the increased agricultural production and marketing of produce. Other employment opportunities will come from activities related to development projects, especially as they relate to the production of farm tools and materials.

While the decrease of rural to urban migration is not identified as an objective, it is considered as an indicator that the goal of improving the quality of life in the village has been accomplished. Major attention, therefore, will be placed on both studying the migration phenomena as well as attempting to influence a decrease, especially among the rural unemployed youth of the area. Specialized program will be geared to this problem with specific attempts to settle youth on YMCA land in the area and assist them to stabilize by a program of follow-up training and support.

IV. IMPLEMENTATION ARRANGEMENTS

A. Analysis of the Recipients' and AID's Administrative Arrangements

1. Recipient

The National Board of the YMCA of the U.S.A. will be the recipient of the funds for conduit to the National Board of YMCAs of Liberia. The World Development Unit, International Division of the U.S. YMCA will be specifically responsible for the transmission of these funds. The U.S. YMCA, through this World Development unit and the Liaison Representatives in West Africa, have been involved with the Liberian YMCA as consultants in the planning of this project and in the development of the proposal since its inception.

The U.S. YMCA, through its International Division, has maintained a working relationship with AID/Washington since 1972. Currently, the YMCA is the recipient of a major Development Program Grant (DPG) to increase its capacity to render assistance to LDC YMCAs to plan, design, manage, and evaluate social-economic development activities for its poorest people. This presently-submitted proposal is a direct result of those efforts.

The program and financial procedures for accepting AID funds has been thoroughly reviewed by AID/Washington and accepted. The World Development Unit of the U.S. YMCA will take the responsibility of program monitoring and evaluation. Periodic reports will be submitted to AID regarding the status of the project and achievement toward stated objectives. The U.S. Liaison Representative for West Africa, with the Associate Director for Planning and Evaluation of the World Development Unit, will be most directly involved with these functions.

The U.S. YMCA has established relationships with the Liberian YMCA. The Liberian YMCA is currently a recipient of "World Service" funds from the International Division. The National Board of the Liberian YMCA is the legal entity for the YMCA in that country. It has a financial and program reporting system that is duly audited by accredited auditors and reviewed by the policy making body, the National Board of Directors.

2. AID

The AID Mission in Liberia has been involved in the consultation and approval of this project. Discussions and critiques have been conducted since the very beginning. In addition, the U.S. YMCA has been working closely with AID/Washington in the review and design of the proposal format. It is anticipated that no new staffing will be needed. Evaluation and monitoring will be carried out by the U.S. Liaison Representative and the World Development Unit of the U.S. YMCA's International Division. At appropriate points in the project USAID will participate in project review.

C. Evaluation Arrangements for the Project

As noted above, the World Development Unit of the International Division of the U.S. YMCA, together with the U.S. Liaison Representative, will be responsible for evaluation activities in cooperation with USAID. It is important to note that evaluation will independently be going on as a part of the planning and management process at the project site. Training events and on-going consultation will be utilized to support those activities from within the project.

The general theoretical design for the evaluation of the project was previously presented with a discussion regarding the variables to be studied. This evaluation will be conducted in addition to the project monitoring function of on-going activities.

PROJECT DESIGN SUMMARY LOGICAL FRAMEWORK

Project Title and Number: Liberia YMCA Agricultural-
Community Development Project

Life of Project:
From: FY 1976 to FY 1980
Total U.S. Funding: \$490,347.00
Date Prepared: July 8, 1976

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project or Sector Goal:</p> <p>To improve the quality of life at the village level in a rural community through integrated rural development efforts</p>	<p>Means of Goal Achievement:</p> <ul style="list-style-type: none"> - Decreased rural-to-urban migration - Decreased infant mortality rate - Increase in youth employed in the area - Increase local decision-making 	<ul style="list-style-type: none"> - Records of population flow - Birth and death records - Social-economic statistics of the area 	<p>Assumptions for Achieving Goal Target:</p> <ul style="list-style-type: none"> - Natural events will be fairly constant - Political climate will be favorable
<p>Project Purpose:</p> <p>To create a functioning community structure for the identification of local needs and methods of self-help achievement</p>	<p>Conditions That Will Indicate Purpose Has Been Achieved:</p> <ul style="list-style-type: none"> - A village-based organization for decision making. - A trained cadre of village-based workers to extend integrated rural development techniques - Functioning integrated rural development techniques 	<ul style="list-style-type: none"> - A survey of demographic agricultural, marketing, health, sanitation and education conditions - A detailed plan to meet integrated rural development needs - A training program to implement the plan - Reports of regularly scheduled village-based meetings 	<p>Assumptions for Achieving Purpose:</p> <p>The farmers of the village desire to improve their conditions and participating in the decision making and self-help activities</p>

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Outputs:</p> <ul style="list-style-type: none"> - Improved farm production and marketing systems - Improved health and sanitation practices - Village-level non-formal education and training 	<p>Magnitude of Outputs:</p> <ul style="list-style-type: none"> - % increase in commodities marketed - Cooperative marketing arrangements - Cash crop plantation begun - Water systems, latrines, built - # training sessions in family management and nutrition - # of sessions and classes in agriculture, marketing, health, sanitation - # of farmers moved from subsistence to money economy 	<ul style="list-style-type: none"> - Agricultural records and reports - Work charts and attendance records - Plans and minutes 	<p>Assumptions for achieving outputs:</p> <ol style="list-style-type: none"> 1. The needed technology is available and can be obtained 2. Out migration will not jeopardize the community development responsibility 3. Participants will be able to modify their past practices and adopt new technologies
<p>Inputs:</p> <p>AID: Personnel, Travel, Capital Development, Vehicles, Vehicle Maintenance, Demonstration Agricultural Projects, Administrative Expenses, Revolving Loan Fund for Household and Community Projects</p> <p>YMA: Evaluation/Planning Consultation, Project Direction, Supervision, Administration</p>	<p>Implementation Target:</p> <p>See Budget</p>	<ul style="list-style-type: none"> - Financial records - Audited accounts 	<p>Funding will be received as scheduled</p>



NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Inputs: (Cont'd.)</p> <p>COL: Health/Sanitation, Education, Agriculture, Consultation, Village Project Assistance</p> <p>FIRESTONES: Agricultural Consul- tation, Improvement of Village Housing</p> <p>VILLAGE: Village-Base Direction, Workers, Local Materials</p>			

- A. Farming Systems in Liberia
- B. Deed to Land from William V.S. Tubman, former President of Liberia
- C. General Background Information of Mahbain YMCA Land in Marshall Territory
- D. Central Agricultural Experimental Station-Tentative Report on YMCA Estate
- E. Letter from Acting Minister of Agriculture on Suitability of YMCA Land to support Agricultural Development Project
- F. Summary of Meteorological Observations, 1973
- G. Summary of Monthly and Annual Rainfall over Thirty-three Years, 1936-1968
- H. Summary of Mean Daily Hours of Bright Sunshines over Thirty-six Years, 1936-1971
- I. Summary of Monthly Maximum and Minimum Temperatures over Thirty-six Years, 1936-1971
- J. Letter of Cooperation - Ministry of Planning and Economic Affairs
- K. Letter of Cooperation - Ministry of Local Government, Rural Development and Urban Reconstruction
- L. Letter of Cooperation - Ministry of Public Works
- M. Letter of Cooperation - College of Agriculture and Forestry, University of Liberia

Farming Systems in Liberia

Traditional farming in the Mahbahn Chiefdom, Marshall Territory can be grouped into four fairly defined sectors.

Shifting cultivation on uplands - for rice and other food crops. Upland rice averages 1.8 acres per holding inter-cropped with vegetables, sometimes followed by sugarcane, cassava or groundnut, is cropped under shifting cultivation system. Semi-permanent rice cultivation is carried out in bottomlands, partly in swamps. Average holding is 1.2 acres. Shifting cultivation consists of felling, burning and clearing mainly secondary forest vegetation on uplands followed by one to three years of cultivation. After this, the land is returned to bush fallow for an average period of 10 years with a range of from four to over twenty years, after which a new cycle is started and the land is cleared again.

Semi-permanent cultivation on bottomlands is mainly for rice and sugarcane. For bottomland, sugarcane is mainly cultivated to produce "cane juice" or rum, which is mainly sold to Monrovia and adjacent areas.

Perennial Crops

The predominant crop is rubber which is cultivated by the Firestone Plantation and the subsistence farmers in adjacent areas. In addition, the subsistence farmers have small stands of citrus, coffee, cocoa, and oil palm.

Livestock Production

This plays only a minimal role in agriculture. No relation between crops and animal husbandry exists. The farmers have few goats and chickens.

Human Inhabitation

The center of the region where the Y land is located is the Firestone Plantation with a total population of 60,000 people - 12,000 youth, 14,000 labor force, and 8,000 in school. At least 200 applicants would be available for the YMLA project from the Firestone Plantation alone.

Marshall Territory has a population of 21,640 (1970); 1.4% of the country's total; 51.0 density per sq. mile. There are 11 clans.

There are 6,571 agricultural workers, and 1,838 agricultural holdings. The farm population is 8,259 with a 4.3 average per farm. There are 271,000 acres of which 89,302 acres constitute land under cultivation.

Land Tenure Systems

The Liberian land tenure system consists of a dual system. For the tribal sector a communal land tenure system is maintained, while for the modern agricultural sector, freehold and lease concepts are utilized.

The ultimate proprietor of land in Liberia is the State. Most of the public land is administered under the tribal tenure system whereby each tribe is entitled to use as much public land in its territory as is required for farming and other tribal activities (Code of Law 1965). The tribal chiefs, on behalf of the Council of Elders, are the agents for land allocation and distribution, and individual families have the right to cultivate the land assigned to them.

Proj. No 66 90 141
PN

DEC 9 1976

ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR FOR AFRICA

FROM: AFR/DR, John Withers *JW*

SUBJECT: Liberia YMCA Agricultural Training and Development Project
(669-0141)

Problem: To approve Phase I of the subject PVO/OPG grant project.

Discussion:

1. The project involves integrated rural development in a small three village area of Liberia involving roughly 6,000 marginal subsistence farmers. Anticipated project activities include farm production and marketing, non-formal education and possibly health and sanitation. A highly participatory style of local involvement in activity design and implementation is to be used. The project is to be implemented in two phases. Phase I is the survey and detailed design phase. During this phase, local YMCA representatives, assisted by appropriate technicians, will coordinate closely with village and local leaders to identify village specific development needs and to design appropriate response. They will conduct a baseline survey of agricultural, marketing, educational, health and other conditions to develop the knowledge and data needed for detailed project planning and analysis. Phase I is to last one year and to result in a completed survey and a finalized design for project implementation in Phase II.

The total cost of Phase I is an estimated \$105,700 of which the A.I.D. contribution is \$57,200. The total cost of Phase II is roughly estimated at \$1,637,000 of which A.I.D. would contribute about \$490,000.

The local YMCA has already conducted extensive dialogue with the villagers in the target area and the Government of Liberia (GOL). The project proposal was first discussed with A.I.D. over two years ago.

The YMCA has been granted a 1,300 acre tract of land by the GOL in the project area. The YMCA is considering developing some of this land as a base for demonstration, training, and revenue generation for self-sustaining development in the surrounding three village area. While the establishment of a self-financing base of development is a desirable objective, the project committee noted the difficulties to be expected in this type of development. See item 3.

2. A project review committee reviewed the PP on August 26, 1976, and recommended:
 - a. Approval of the \$57,000 A.I.D. contribution for the Phase I survey and detailed design.
 - b. Deferral of the approval process for Phase II until Phase I results are reviewed.
 - c. Waiver of the ECPR review of this PP because of (1) the small size of Phase I, (2) the private voluntary agency nature of the project, and (3) the already prolonged gestation period of the project.
3. While the project committee recommended approval of Phase I, the committee pointed out a number of significant conceptual and technical difficulties with the YMCA project design. YMCA International representatives have been informed in some detail of A.I.D. considerations which must be addressed during the Phase I survey and design.

Project issues and suggestions revolve around the following points:

- a. Need to clarify project objectives and to address potential conflicts between a commercial YMCA farm as opposed to developing individual or tribal small-holder farms.
- b. Difficulties involved in commercial farm development.
- c. Appropriateness of agricultural technologies.
- d. Recurrent costs after external financing discontinues.
- e. Land tenure issues.
- f. Farm extension staff and organization.
- g. Coordination with the GOL.
- h. Road Construction - The GOL has indicated its willingness to construct rural access roads into the project area. Detailed construction plans, cost appraisals, and financial plans are needed. The project committee recommended that a specific GOL commitment to road construction be a pre-condition to A.I.D. approval of Phase II.

- i. Land Clearing - Land clearing related to tree crop development can also be very expensive. Detailed plans are needed for any land clearing activities, including the financing involved.

More discussion of project issues is provided in the project committee meeting notes -- See attachment 1.

Despite these issues, potential exists for the design of effective rural development activities. The YMCA emphasis on local participation during design and implementation stages constitutes a promising approach which corresponds to A.I.D. rural development strategy.

4. YMCA currently has a DPG with A.I.D. for project development, but sufficient DPG funds are not currently available to fund this survey/design.

Recommendation: That you approve the Project Paper proposal for the Phase I survey and detailed project design and authorize for obligation in FY 1977 the amount of \$57,200 in Bureau OPG funds.

Approved _____

Disapproved _____

Date 12/22/76

Drafted: AFR/DR/CAWARAP:GAdams:bfc:12/8/76

Clearances:

AFR/DR/CAWARAP:GThompson M.T.

AFR/DR/ARD:WLeake(draft)

AFR/CAWA:DGriffith(draft)

JWedberg(draft)

GC/AFR:TBork(draft)

AFR/DP:CWard(draft)

PPC/DPRE:RBobel(draft)

TAB/EHR:JHoxeng(draft)

PVC/PHA:SBergen(draft)

DAA/AFR:HNorth

Attachments: 1. Project Committee Meeting Results -- Liberia, YMCA Agricultural Training and Development Project"

2. "Liberia YMCA Agricultural Training and Development Project Proposal", July 8, 1976

UNITED STATES GOVERNMENT

Memorandum

TO : See Distribution

DATE: September 14, 1976

FROM : AFR/DR/CAWARAP, Gary Adams *Ja*

SUBJECT: Project Committee Meeting Results - Liberia, YMCA Agricultural Training and Development Project

A project committee meeting was held on August 26, 1976, to review the subject PVO project.

The project is comprised of community development and demonstration farm activities estimated to cost \$1,637,186 of which A.I.D. would contribute \$490,000. These figures are merely illustrative since the project proposes a Phase I study including an A.I.D. contribution of \$57,000 during which more data would be collected and local people would be involved in further defining a Phase II development project.

Hence the project committee focused on (1) the proposal for A.I.D. support to the Phase I study and (2) guidance to the YMCA in preparing a Phase II project to meet the requirements for A.I.D. support.

The committee decided to proceed immediately to request authorization of the \$57,000 for Phase I and to recommend waiver of an ECPR, given the PVO nature and small size of the project. Approval of Phase II would await the more detailed design to be developed during Phase I.

In an attempt to discuss the merits of the project as presented and to guide the YMCA in the development of the Phase II project, the following issues/points were discussed.

1. Phase I Survey: The survey outlined in the YMCA proposal appears to relate principally to baseline data collection to develop more information about the area. The committee recommends that this process should be much more a combination information gathering - project design activity with the survey carefully designed to ascertain the type of information relevant to the design of an effective project.
2. Clarification of Project Concept: The central theme of the development activities needs to be clearly described. There is confusion regarding whether the project envisions plantation type development of the 1300 acre YMCA land, or development of small holder plots for farmers who happen to be on or near the YMCA land or a combination of plantation development and small holder development. The development activity would be designed quite differently depending on the type of activity envisioned. Crops, technologies and the organization of work would be different.



Describe in more detail the target group - how many, where, what are their current circumstances, how would they benefit from the project.

What will be the land tenure situation of the target group - working YMCA land, tribal land etc., with what usufruct rights?

3. Plantation Schemes: If the project incorporates plantation style development, YMCA should be aware of the complexities involved in running such activities for the benefit of the local people. This type of project, even when successful during the development stage, has collapsed when outside technical and capital assistance were withdrawn. A case in point is the Vico project in Peru in the early 1960's.
4. Technology: Whatever type of agricultural development is called for, YMCA should pay careful attention to the type and level of agricultural technology to be applied or tested. Do not assume that improved technologies exist or are available in usable form. It is more likely that any technological improvements will have to be adapted to local conditions. This may require considerable knowledge of local conditions - what and why farmers cultivate the way they do, and what improvements seem possible within the physical/technical, economic, infrastructure, social parameters.

The type of technology to be applied will determine, to a great extent, the project needs for technical assistance; training; and logistic and support systems to provide inputs and services in proper time and quantity (varieties, fertilizers, chemicals, extension, credit, storage, transportation, marketing, etc.).
5. Small Holder Development: If the proposal anticipates small holder development, YMCA should be impressed with the difficulties involved and refer to recent relevant experience. Particularly note the experience and plans related to other development schemes in Liberia - under Agrimenco, Foya Rice projects, Bong Co. IRD, Lofa IRD, etc., as well as recent literature on the subject (AID/W can supply references).
6. Recurrent Costs: USAID/L support to the project would persist for 3-5 years over the development period of the project. YMCA must identify the recurrent costs involved at the end of that period and develop a financial plan during and after the development phase that allows for the project to become self-sufficient at the end of that phase. This is always one of the most difficult aspects of any small farmer development activity.
7. Technical Assistance: In developing the Phase I survey and project design, describe clearly the type of technical assistance which the YMCA will supply directly or contract for to meet the needs of the project - for training and/or production, management purposes. Be

sure the level of T.A. is proportionate to project requirements.

8. Extension Cadre: The YMCA proposal describes a core of extension cadre to be used for development purposes. In formulating the project design in more detail, consider what skills are required at this level and how the needed expertise can be developed. Try to keep the number of permanent cadre to a minimum unless some solution can be found for the recurrent cost problem. Consider innovative techniques - farmer/agents etc. Be aware that traditionally the use of inadequately trained, inadequately supported, inadequately paid and inadequately motivated extension cadre has usually resulted in failure.

There appears to be a miscalculation on pages 28-29 regarding the costs of financing the extension cadre proposed.

9. Coordination with the GOL: Where the GOL will provide support to the project, particularly support which is essential to the success of the project, spell out clearly the type, amount, schedule for the support. Also describe the arrangements which have been made with the GOL; the overall administrative/implementation arrangements. Address particularly GOL construction of roads or facilities, secondment or training of technicians or cadre, provision of supplies or farm services.
10. Organizing Villages: Whenever traditional or slightly modified village institutions will suffice for village planning/participation purposes, maximize their use. Perhaps the greatest strength of the YMCA proposal is the fact that it is based on active village level participation in project planning and implementation. This aspect

of the project should be carefully and innovatively conceived and implemented so that project organization and activities reflect local aspirations and knowledge and offer potential for prolonged motivated local participation.

Distribution:

PHA/PVO, Larry Data
PPC/DPRE, Howard Sharlach
AFR/DR, Kenneth Sherper
TA/EHR, James Hoxeng

AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT AUTHORIZATION AND REQUEST FOR ALLOTMENT OF FUNDS PART I		1. TRANSACTION CODE <div style="border: 1px solid black; display: inline-block; padding: 2px;">A</div> A = ADD C = CHANGE D = DELETE	PAF 2. DOCUMENT CODE <div style="border: 1px solid black; display: inline-block; padding: 2px;">5</div>
3. COUNTRY/ENTITY Liberia/YMCA		4. DOCUMENT REVISION NUMBER <div style="border: 1px solid black; display: inline-block; width: 20px; height: 20px; margin-left: 10px;"></div>	
5. PROJECT NUMBER (7 digits) <div style="border: 1px solid black; display: inline-block; padding: 2px;">669-0141</div>	6. BUREAU/OFFICE A. SYMBOL AFR	7. PROJECT TITLE (Maximum 40 characters) <div style="border: 1px solid black; display: inline-block; padding: 2px;">YMCA Agricultural Training and Development (PVO/OPG)</div>	
8. PROJECT APPROVAL DECISION <input type="checkbox"/> A - APPROVED <input type="checkbox"/> D - DISAPPROVED <input type="checkbox"/> DE - DEAUTHORIZED		9. EST. PERIOD OF IMPLEMENTATION YRS. <div style="border: 1px solid black; display: inline-block; padding: 2px;">1</div> QTRS. <div style="border: 1px solid black; display: inline-block; padding: 2px;">4</div>	

10. APPROVED BUDGET AID APPROPRIATED FUNDS (\$000)									
A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE		E. 1ST FY <u>77</u>		H. 2ND FY		K. 3RD FY	
		C. GRANT	D. LOAN	F. GRANT	G. LOAN	I. GRANT	J. LOAN	L. GRANT	M. LOAN
(1) FN	200-B	210		57.2					
(2)									
(3)									
(4)									
TOTALS									

A. APPROPRIATION	N. 4TH FY		O. 5TH FY		LIFE OF PROJECT		11. PROJECT FUNDING AUTHORIZED (ENTER APPROPRIATE CODE(S)) 1 = LIFE OF PROJECT 2 = INCREMENTAL, LIFE OF PROJECT	A. GRANT	B. LOAN
	O. GRANT	P. LOAN	R. GRANT	S. LOAN	T. GRANT	U. LOAN			
(1) FN					57.2				
(2)									
(3)									
(4)									
TOTALS									
								C. PROJECT FUNDING AUTHORIZED THRU FY <div style="border: 1px solid black; display: inline-block; padding: 2px;">77</div>	

12. INITIAL PROJECT FUNDING ALLOTMENT REQUESTED (\$000)				13. FUNDS RESERVED FOR ALLOTMENT			
A. APPROPRIATION		B. ALLOTMENT REQUEST NO. _____		TYPED NAME (Chief, SER/FMXXX) FGD Jean McGill			
(1) FN	57.2			SIGNATURE <i>Jean McGill</i>			
(2)				DATE <i>1/27/77</i>			
(3)							
(4)							
TOTALS		57.2					

14. SOURCE/ORIGIN OF GOODS AND SERVICES
 000 941 LOCAL OTHER _____

15. FOR AMENDMENTS, NATURE OF CHANGE PROPOSED

FOR PPC/PIAS USE ONLY	16. AUTHORIZING OFFICE SYMBOL AA/AFR	17. ACTION DATE MM DD YY	18. ACTION REFERENCE (Optional)	ACTION REFERENCE DATE MM DD YY
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DEPARTMENT OF STATE
AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523

PROJECT AUTHORIZATION AND REQUEST FOR ALLOTMENT OF FUNDS

PART II

COUNTRY : Liberia

PROJECT : YMCA Agricultural Training and Development

PROJECT NO.: 669-0141

Pursuant to Part I, Chapter I, Section 103 of the Foreign Assistance Act of 1961, as amended, I hereby authorize a Grant to the YMCA International not to exceed 57.2 Thousand United States Dollars (\$57,200) to help in financing certain foreign exchange and local currency costs of goods and services required for the project as described in the following paragraph.

The project consists of Phase I which is to be followed by a related Phase II project subject to contingencies. Phase I is the survey and detailed design phase of a proposed development project in a small three-village area of Liberia involving roughly 6,000 subsistence farmers. Anticipated project activities include farm production and marketing, non-formal education and possibly health and sanitation. A highly participatory style of local involvement in activity design and implementation is to be used. During Phase I, local YMCA representatives, assisted by appropriate technicians, will coordinate closely with village and local leaders to identify village specific development needs and to design appropriate response. They will conduct a base-line survey of agricultural, marketing, educational, health and other conditions to develop the knowledge and data needed for detailed project planning and analysis. Phase I is to last one year and to result in a completed survey and a finalized design for project implementation in Phase II.

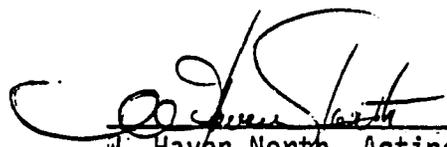
Phase II will be handled as a new project with AID approval contingent on the design during Phase I of an acceptable Phase II development activity. The total cost of Phase I is an estimated \$105,700 of which the A.I.D. contribution is \$57,200. The total cost of Phase II is roughly estimated at \$1,637,000

of which A.I.D. would contribute about \$490,000. The entire amount of the A.I.D. financing herein authorized for the project will be obligated when the Project Agreement is executed.

I hereby authorize the initiation of negotiation and execution of the Project Agreement by the officer to whom such authority has been delegated in accordance with A.I.D. regulations and Delegations of Authority subject to the following essential terms and covenants and major conditions; together with such other terms and conditions as A.I.D. may deem appropriate:

Source of Origin of Goods and Services

Except for ocean shipping, goods and services financed by A.I.D. under the project shall have their source and origin in Liberia or in the United States (Geographic Code 000) except as A.I.D. may otherwise agree in writing. Ocean shipping financed under the grant shall be procured in the United States.



W. Haven North, Acting
Assistant Administrator
Bureau for Africa

CLEARANCES:

AFR/DR:JWithers	<u>JW</u>	Date	<u>21 Jan 77</u>
AFR/DR:GThompson	<u>GT</u>	Date	<u>1/12/77</u>
AFR/DP:DWilson	<u>DW</u>	Date	<u>1/14/77</u>
GC/AFR:JPatterson	<u>GA for</u>	Date	<u>1/11/77</u>
DAA/AFR:HNorth		Date	

Note: The following individuals cleared the Action Memorandum of December 9, 1976, recommending project approval and authorization as presented in this PAF.

- AFR/DR:WLeake
- AFR/CAWA:DGriffith
- AFR/CAWA:JWedberg
- AFR/DP:CWard
- AFR/GC:TBork
- PPC/DPRE:RBobel
- TAB/EHR:JHoxeng
- PVC/PHA:SBergen
- DAA/AFR:HNorth