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DEVELOPMENT SUPPORT BUREAU

RURAL DEVELOPMENT AND DEVELOPMENT ADMINISTRATION

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**UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
WASHINGTON, D.C. 20523**

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I. THE ROLE OF THE RURAL DEVELOPMENT OFFICE

Social and behavioral scientists working in development in recent years have developed analytical tools and techniques to improve the effectiveness of rural institutions in transforming new technology and investment into increased production, creating more equal access to opportunities and encouraging and reinforcing behavior change. This integration of constructive institutional and social change with the processes of technological change and economic growth to foster more uniform and broad based development has become recognized as an important part of development assistance.

Experience has shown that effective development programs require understanding of the existing social processes which determine individual and group initiative, the adaptation of technology to both natural and social constraints, and the imaginative use of existing capacities and opportunities to expand opportunities in the future -- i.e., a multi-disciplinary approach which is aware of the complexity and fragility of economic systems at the edge of survival and the problems involved in converting systems designed primarily to assure survival to systems which facilitate growth and development.

The role of the Office of Rural Development and Development Administration (DS/RAD) as the Agency's central rural development technical office has been to use this knowledge to improve the effectiveness of Agency assisted rural development programs. Our approach has been to systematize the knowledge gained from experience, experiment with most promising techniques and approaches, and disseminate the lessons learned to guide field practitioners. This complex effort is directed by an in-house inter-disciplinary team in collaboration with a set of cooperating institutions in the United States and host countries. Most of our applied research is conducted in connection with mission supported rural development projects. Our field activities are, therefore, fully collaborative with A.I.D. missions.

As a central rural development office, DS/RAD provides a capacity to synthesize experience and transmit it across countries and geographic regions. The lessons and insights derived from comparative analysis are transferable but they require on-site involvement of high quality professional talent to adapt them to specific localities. This is why we have combined long-term field consulting with applied research as an "extension" activity essential to successful dissemination.

Starting in 1977 with a broad applied research agenda and an awareness of the complexity of the development process, DS/RAD has come to focus attention on a few key components of the development process. The Office has identified four areas of priority concern: (a) rural support services, (b) natural resource management, (c) small enterprise development and off-farm employment, (d) management and local institutions, which we believe constitute the priority research agenda for the Agency in rural development. There are, of course, other needs specific to countries and

geographic regions. Close collaboration needs to be maintained with the regional bureaus to assure complementarity between our work and research conducted by the regional bureaus.

There are aspects of the above four program areas where the strategies are well understood and field technical assistance required is readily available. On more difficult problems, however, available expertise is scarce and solutions are experimental. In such areas we believe there are considerable economies of scale in central management, but not necessarily central funding, of field technical assistance. Centralization assists the development of American institutional capacity and the eventual increase in the available supply of expertise. It also assures that field experience in experimental areas is captured and fed back into improving state of the art, training, and other forms of knowledge dissemination.

The Office provides considerable technical backstopping to the regional bureaus and missions. Office staff spend 30% of their time in direct technical support of mission programs. Recently, office staff have assisted Africa Bureau in its CDSS reviews and evaluation of management training requirements in African countries and have assisted in a review of recurrent cost problems in its countries for the Near East Bureau. As Agency staff ceilings become more of a constraint, this in-house support will become more critical and with improved planning and scheduling it can become increasingly effective. Once again, there are clearly economies of scale to the Agency in being able to use highly qualified professionals, centrally located, for both research development and for direct support at key points in the program cycle.

Another role of the Office is recruitment and mid-career "training". On the one hand, professionals from outside A.I.D. who have worked with the Office have increasingly moved into a direct hire status, after two or three years in an environment which combines the qualities of a research institute and an in-house consulting firm. Similarly, mid-career A.I.D. professionals have found a tour in the Office, with its mix of activities and people, to be a stimulating environment to recharge and develop their professional interests.

Program Impact

The implementation, over the past four years, of the complex set of functions which constitute the Office's role within the Agency has been experimental and remains so still. The accomplishments have, nevertheless, been substantial.

While it is impossible at this early date in our program's life cycle to fully assess its impact, there are some indicators and judgements which we believe are worth noting in relation to: (a) the contribution of our applied research on the state of the art in rural development, (b) our assistance to the design and implementation of A.I.D.'s projects and programs, and (c) our impact on development in LDCs.

(a) Contribution of Applied Research

A recent study by consultants of the Office program found that: "DS/RAD's support of university research has generated materials that are already becoming standard fare in courses in development administration, public management, and comparative policy analysis."¹ Specific mention was made of the publications of the Organization and Administration of Integrated Rural Development, Rural Development and Participation, and Alternative Rural Development Strategies projects. Additionally, the work of the Off-farm Employment project has been incorporated into the curriculum of A.I.D.'s Development Studies Program and most DS/RAD cooperators make regular lecture contributions to this program.

Dissemination of accumulated knowledge through workshops in the field has generally received high praise from field missions as reflected by the following quotation from the Dacca mission reporting on activity by the Rural Financial Markets project:

"The seminars were excellent forums for examination of rural finance issues, including interest rate theory, and were attended by influential government officials."

(b) Assistance to Design and Implementation of AID Programs

DS/RAD has been concerned that its knowledge building activities facilitate missions and host country activities and not constitute a burden which interferes with the delivery of development assistance. The increasing level of mission cost sharing with missions is perhaps the best indication of our success in this regard, which is further illustrated by the following quotations from USAIDS on the work of DS/RAD cooperators and contractors:

"... we have found the services ... arranged under the contract to be timely and the caliber of technical work performance above average..." (Ghana -- Decentralization Project)

"... Michigan State University is to be commended on putting together a talented team of highly skilled professionals at very reasonable cost. Both salary and support costs are closer to Peace Corps than usual A.I.D. contract standards..." (Egypt)

"... complex inter-agency conflicts and farmer interaction at this phase provide excellent opportunity to use methodology developed under DS/RAD project ..." (Philippines -- Organization and Administration of Integrated Rural Development Project)

"... the main objective of the Rural Development and Participation project was to provide the missions with technical assistance in local-level analysis. This objective met the mission's need for more and better front-end design work and Cornell's interest in conducting research on local conditions..." (Rural Development and Participation -- evaluation report)

¹ Montgomery, Carroll, Robinson, "

(c) Impact on Development

The development contribution of our projects is presently difficult to measure because they work through mission and host government programs, hence we must await evaluations of field projects and activities we have helped design and support to judge their success. Nevertheless, some indications can be found in the following examples.

The Rural Development and Participation Project: This project has demonstrated that timely and appropriate technical assistance can substantially improve rural participation in the development process.

In Botswana the project was able to persuade the government to alter the design of its water points strategy. The strategy was intended to strengthen the economic position of smallholders who combine agriculture and grazing. The original design of the program, largely on engineering criteria, had failed to take account of the patterns of migration of small holders which influence both the patterns of water point utilization and facility management capability. Recommendations by a team from the Rural Development and Participation project led the government to delay implementation and to redesign the water point system in such a way that the small holders will utilize a set of water points and have incentives for maintaining them.

In Lesotho a project team worked with senior officials of the government to develop plans for a decentralization of government activities. The recommendations of this working group were accepted by the government with the result that: (1) elected village level and district level development committees with responsibility for initiating and supervising the implementation of local level development plans will be established; (2) to improve administrative service in rural areas, lengthy service in district level posts is to be a requirement for advancement in the civil service; (3) measures have been proposed to insure that field level representatives of central ministries do not dictate to local committees but play an advisory and assistance role; (4) revenue legislation is to be enacted to enable village and district level committees to have independent funding for development efforts.

Rural Financial Markets Project: Technical assistance was provided in Peru to design and implement an experimental project to demonstrate the capacity of rural institutions to mobilize rural savings. Nearly \$2,000,000 in savings and time deposits were invested within two years; casting doubt on conventional wisdom that savings cannot be mobilized in poor rural areas and suggesting that with proper incentives, and appropriate institutional design, self-help financing of rural development can be improved. This approach avoids the negative effects of rural external subsidies.

Off-farm Employment Project: In Honduras, the methodology developed by the project provided baseline data to guide project activities and evaluate impact of the government's Rural Employment Program (REP). USAID/Tegucigalpa has stated:

"Benefits obtained include assistance in designing the overall strategy for rural industrial development, the rapid and timely deployment of specialists in rural industry surveys, the timely implementation of a major component of the REP, analysis of a major household income and expenditure survey, and effective training of approximately 40 host country counterparts."

Project Management Effectiveness Project: With support from this DS/RAD project, the National Planning Project in Jamaica made substantial improvements in its project system. Over 600 Jamaicans were trained, and a system was established for local identification of new project possibilities and for orderly review and selection of fund worthy projects. Over 80 Jamaican projects were assisted in various ways and a new approach to rural development project design and implementation has been institutionalized.

Alternative Rural Development Strategies Project: A study of agricultural production and marketing systems in the Mandara Mountain region of the Cameroons illustrates how careful micro-analysis can often relieve the apparent conflict between equity and growth in A.I.D. programming. This poor region has the highest population density and lowest per capita income in the country. It had been identified as a high priority area by the mission. The information compiled by the Michigan State team demonstrated that because of the limited resource base of the area there was little hope of quick returns and furthermore that the region could not effectively absorb external investments at the level planned. It has demonstrated however, that over the longer time-frame, less costly incremental changes could provide substantial improvements both in the income of farmers and in food production. The result is a more appropriate assistance strategy for the region and the freeing up of assistance funds for investment elsewhere in the country.

Access to Land, Water and Natural Resources: Under this project the University of Wisconsin Land Tenure Center is helping the Nicaraguan Government to shape a program to improve viability of approximately 1200 farms (25% of farm land) confiscated after the revolution in 1979. Means are being developed to restore and improve credit and market systems and to improve labor markets disrupted by the reforms. An analysis is being made of the comparative performance of small holders and private cooperatives to provide a basis for future decisions. A key issue is the incentive structure in the agricultural sector and how policy changes might increase productivity on the new farms. The speed with which the Land Tenure Center was able to respond to mission requests for help and the mix of research, policy analysis, training, practical operational advice is reflective of the flexibility of the cooperative agreement mechanism utilized by DS/RAD, which is described below. The joint program was negotiated in September 1980 and in November a long-term advisor was assigned. By April 1981 a special in-country training program (in Spanish) had already been set up.

Cooperative Agreements

The major instrument for the above described activities has been the "cooperative agreement", the A.I.D. application of which the Office helped establish. Cooperative agreements can be negotiated with universities, PVOs, professional organizations, and even with private firms in certain circumstances. Through this mechanism we have been able to mobilize quickly and flexibly talent required for selected tasks and to extend that capability to the field. The mechanism also permits the merger of applied research, field consulting, training, and state of the art analysis.

From its inception the Office has maintained a strong field and service orientation. The Office applied research agenda is highly influenced by mission requirements and 60-80% of most project funds are utilized directly for research and consulting in support of mission programs. The bulk of our applied research is implemented through association with mission assisted projects. The cooperative agreement provides the operational flexibility to adapt to local needs and adjust to host country and mission program requirements.

The direct involvement with field programs reduces the time lag between R&D knowledge generation and utilization in operating programs. This mode of operation also ensures host country involvement. Finally, through the cooperative agreement mechanism, USAIDs are frequently able to get long-term technical assistance on line in support of new project activities without the time lags of a year or more associated with conventional procurement processes.

Through the Cooperative Agreement mode, the Office has developed a system of shared funding and management with host countries, regional bureaus and missions that provided strong "market" indicators of the utility and effectiveness of its activities. This cost sharing has several additional benefits. First, it permits DS/RAD to extend the impact of its small R&D budget by combining its R&D with field activities paid for predominantly by mission program funds. Second, because the country project activities with which we cooperate would be conducted in any case, the cost of the knowledge building experience which our involvement adds is significantly reduced.

Mission add-ons to DS/RAD projects have been increasing rapidly. In 1979 they amounted to 26% of our OYB level. In 1980 they rose to 44%, and they are already at 85% in the current year and we anticipate that additional add-ons now in the process of being negotiated may bring the figure to over 100% of current OYB. The cooperative agreement facilitates this collaboration between a central office and field missions.

The cooperative agreement also helps compensate for the inter-related problems of reduced technical staff and increasing complexity and diversity of rural development activities. As we learn more about rural development we recognize the great diversity of conditions in the Third World. Each project and program must, in consequence, be customized to local conditions. There are no general "cookbook" responses. These

efforts require high levels of technical competence in project design and implementation as reduced ceilings make these skills scarcer within the Agency. The cooperative agreement permits us to use outside talent for much of this professional work while maintaining management controls. The long-term relationships established not only create "centers of excellence" in rural development, but centers familiar with A.I.D.'s procedures and constraints, making collaborative work more effective. The cooperative agreement is, we believe, a highly valuable mechanism for implementing the A.I.D. administrator's recent guidance that:

"To an increasing extent it will be important for us to continue the trend toward dependence for implementation, and to some extent for programming, on utilizing the talents of private voluntary agencies, the American university community and the American private sector. At the same time we must continue to improve our implementation monitoring." (AID/W Telegram 102132, dated April 21, 1981).

II. THE EVOLUTION OF OFFICE ACTIVITIES AND STRUCTURE

The Foreign Assistance Act of 1973 established policy guidelines which directed the attention of the Agency for International Development to the salient global problem of rural poverty. Shortly thereafter a Working Group on the Rural Poor was established within A.I.D. to clarify the Agency's strategy for implementing the "New Directions" Mandate. Out of these deliberations the Office of Rural Development was formed to mobilize innovative professionals in the rural development field and to direct their energies to finding the most effective means for implementing the new policy.

To provide focus to its work, the Office entered into a series of communications with regional bureaus and field missions which identified the following highest priorities for operationalizing the "new directions": (1) local organization and participation, (2) off-farm employment, (3) rural credit, (4) area development and regional planning, (5) testing of rural development strategies, (6) analytical methodologies appropriate to project design and information systems for project monitoring, and (7) the integration of income producing and social service activities at the operational level. The Office's initial portfolio was designed to provide research and technical assistance in these areas.

In 1979 the Office of Development Administration was merged with the Office of Rural Development. The combined office undertook to examine the management and administrative requirements of implementing the "new directions" and to develop a set of applied research and technical assistance projects in development administration to complement the rural development activities already underway. The most important administrative constraints identified were inadequate delivery of services by development ministries and agencies in LDCs, the problem of recurrent costs in development projects (especially for small scale rural development projects), and more effective management of project implementation. To address these needs projects were initiated in administrative decentralization, local revenue administration, and project

management and training.

The Office's "first generation" projects in both rural development and development administration were directed toward finding ways to expand the impact of development efforts by creating income opportunities for small farmers and the landless, and by directing assistance to poorer regions of developing countries. Mechanisms explored have included management techniques, redistribution of land, local organization, agricultural, research and extension techniques, credit programs, and the encouragement of small enterprise. The results constitute a fairly comprehensive analysis of available techniques. Some of their applications have been described in the preceding section.

The Office needs at this time to synthesize findings from this work and, where the results are definitive, to further facilitate their dissemination and utilization. In FY 1982 and FY 1983, therefore, the Office intends to give greater attention to dissemination and utilization of the results of these efforts.

In other areas our field experience has suggested new instruments and approaches. For example, the adverse effects of subsidized credit in LDCs are now clear. Our research indicates, however, that credit at higher interest rates and better institutional design can encourage the mobilization and utilization of savings as a more effective instrument for meeting rural financial needs. Similarly, establishing the importance of land distribution has led to increased awareness of the importance of systems of rights and management techniques for water, trees, and grazing land. Earlier work on extension and the utilization of paraprofessionals in moving technology to the small farmer has drawn our attention to new "farming systems" approaches for agricultural research. These areas constitute a "second generation" applied research and field support agenda for the Office.

The development administration projects of the Office, having been started only in late 1979, will not be completed until FY 1984. Whether further research is required as a follow-on to these activities will be determined as current projects near completion and, if required, will be incorporated into the Office program in FY 1984 or FY 1985. Given present resource limitations, Office strategy will be to concentrate on management concerns within rural development rather than pursuing separate management and administrative questions.

DS/RAD is currently undertaking a review of management problems encountered in A.I.D.'s rural development projects and the results attained by various programs we and other donors have utilized to overcome them. The findings will be used to design a FY 1983 project to provide management technical assistance to existing rural development projects and improve design of new areas. Emphasis in this project will be on extension and application of available administrative techniques rather than research R&D on new approaches.

In the remainder of FY 1981 and in FY 1982, the Office will further

evaluate its experience with cooperative agreements. While we have emphasized the positive aspects and potential of the cooperative agreement, we acknowledge that this new, complicated and still evolving mechanism has problems and shortcomings still to be resolved and that a more rigorous assessment of its cost-effectiveness vis-a-vis other procurement mechanisms needs to be made. Also, our experience has been primarily with American universities and this was appropriate for the R&D undertaking. Where concerns are more operational and emphasis is on "extension" of existing knowledge we will now explore use of PVOs and other elements of the private sector (for example, in areas such as credit, small enterprise development, or food security management). Nonetheless, we view our approach to organizing and linking research and field support as having been one of the most important contributions of the Office and expect to continue it.

III. FY 83 PROGRAM

Substantively, our new initiative for FY 1983 concentrates in four key areas which continue the focus identified earlier. (1) institutional support for agricultural development and food marketing and distribution, (2) development of more effective systems for community management and utilization of natural resources (land, water, forests) and more equitable access to these productive assets, (3) techniques for encouraging development of small enterprises to serve the rural sector and absorb its surplus labor, and (4) organization and management. The theoretical and practical justification for work in each of these areas is outlined briefly below.

The process of rural development depends on the interaction of technological change, increased rural investment, and changes in the behavior of millions of individual villagers. Adoption of improved crop varieties, public investment in roads and private investment in land improvement and water control, and a shift from subsistence farming toward a market orientation, are the types of changes rural development must encourage.

Successful rural development is the key to growth in most developing countries because agriculture currently dominates their economies and must supply both food for the industrial labor force and also the capital to begin industrialization. Currently this rural sector produces much less than its full potential. Rural development is aimed at tapping the largest single underutilized resource available to developing countries--their rural labor force. A rural development strategy, therefore, seeks to encourage as broad a participation in the growth process as is possible. New and more productive technology must be available to all, land must be distributed equitably and incentives provided to use it productively, employment opportunities must be expanded, and the most important source--people--must be provided at least the minimal levels of health and education to enable them to take advantage of the expanding opportunities.

A dual economy provides little market for urban manufactures. In such an

economy the only effective demand is from the urban middle class and the rural rich for imported luxury goods. There is little support for domestic industry and a heavy drain on foreign exchange. If the huge rural population can be drawn into the market economy and their incomes increased, however, the demand for consumer goods such as bicycles, housewares, clothing, and for simple farm equipment will be great. A prosperous rural economy with broadly based participation is the best stimulus to growth in today's developing world.

Both the theory and practice of development have commonly emphasized the transfer of capital and the introduction of new technology. Both are important. The "green revolution" would never have occurred in Asia without the new varieties of wheat and rice and without heavy investments in irrigation and water control. Yet many potential innovations and investments fail to yield their potential benefits because only people can produce change--capital and technology are not enough. People change because their opportunities expand, because their understanding of the world around them alters, and because the incentives they receive encourage innovation.

Implementation has been a neglected component of much development theory in the past. Policy instruments (e.g., prices, interest rates, etc.) and the importance of the role of institutions in shaping the villagers' responsiveness to change are commonly well understood. But the actual processes by which development efforts are carried out are not well developed. This is particularly true in the case of those efforts designed to impact at local levels. Far too often frustrated planners and administrators blame the villagers for their failure to respond to development opportunities when often the fault lies in ineffectively administered programs. Substantial work is required to improve management capabilities in the public sector, to find alternatives to centralized bureaucracies as implementation devices, and to encourage local self-help and participation where possible.

1. Rural Support Services

Agriculture remains the most important single source of employment and wage goods in most developing economies. Rural support systems (research and extension, credit institutions, marketing systems, and national food-grain support policies) have a major impact on the distribution of rural incomes and access by the poor to productive assets. Improvements in the design and management of such systems are preconditions to increasing the capacity of developing countries to meet their national food needs.

During FY 83, DS/RAD's rural support systems work will concentrate on: (1) applied research on the interdependence of cropping and livestock sub-systems and the implications of production systems on consumption and nutrition within the framework of the MSU Alternative Rural Development Strategies project and will lead into the DS/RAD-DS/AGR collaborative project on Farming Systems Research and Extension. Analytic work in this area will be coordinated with the DS/Nutrition. (2) An in-depth study

will be initiated on effects of subsidization of production and marketing inputs (fertilizer, seeds, electricity, transport, credit, etc.) on the technological package of inputs actually chosen by farmers and on the level, structure and composition of output. Priority attention will be given to staple food crops. The results of this research will be relevant to an assistance strategy to increase commercialization of small farm agriculture.

2. Natural Resources Access and Utilization

Rural development for most communities of the world requires the development and careful management of natural resources, agricultural lands, pastures, water resources and woodlands on which the livelihood of rural people depends. There is unfortunately increasing evidence that the trend in LDCs is downwards (see Erik P. Eckholm's Losing Ground), as manifested through accelerated soil erosion, creeping deserts, increased flooding, declining soil fertility, and increased deforestation. The poorer elements are in large measure the principal victims of these trends as their efforts to produce food and fuel are increasingly constrained. They are also contributors to the damaged environment as they are increasingly forced to seek livelihoods from forest areas, hillsides and other fragile ecological environments.

A.I.D's objective is to help LDCs improve popular access to and efficient use of natural resources and to enhance their productive life. In most LDCs the bulk of the population has inadequate access to the country's natural resources. The best land is often held in large under-used units and the worst is intensively farmed on fragmented holdings. Prevailing policies and institutions do not foster long-term sustained resource use and change is difficult to accomplish. Nevertheless, where countries do make the effort to redress inequities in land holdings and peasant families have acquired security of tenure more and better access to land can result not only in better use but also in increased food production. The Office's research in this area will focus on land tenure, area development, and community resource management.

DS/RAD plans to assist developing countries in three ways with regard to natural resource development: first, work will be undertaken to improve our knowledge of the effectiveness of various types of interventions designed to redress inequitable situations; second, alternative approaches to area/spatial planning will be examined to explore how the most efficient use of natural resources can be programmed within given regions taking into account the sociological, economic and institutional aspects of planning; and finally effort will be made to analyze how specific technical solutions to natural resource problems can and should most effectively be adopted to particular socio-cultural settings.

3. Small Enterprise and Employment

To provide increased Agency attention to the question of productive employment and related concerns of non-farm enterprises development, capital saving technology, and women's employment, the Development Support

Bureau created a special unit in which DS/RAD participates, to provide technical backstopping on employment generation.

The thrust of the DS/RAD program is to generate productive employment. The argument underlying the cluster's projects asserts (1) that generating productive employment can be done most effectively, most cost-efficiently and with the most appropriate technologies through small enterprises, particularly in rural areas where infrastructure, experience and skills needed for larger industries are lacking;¹ (2) the provision of productive employment and therefore income for the rural landless provides immediate and effective mechanisms for meeting their basic human needs--cash to purchase these needs directly and the creation of an effective demand for them; (3) developing small rural enterprises energizes the LDC private sector, making it a primary, indigenous motor of general development in the same manner that small enterprises serve as a growth stimulus in the economies of developed countries; (4) generating rural enterprises encourages natural linkage to agriculture through production at lower cost of needed inputs and creation of a greater market for outputs, which in turn stimulates farm production and (5) small rural enterprises provide more appropriate products at more affordable costs by utilizing local materials and local production for local consumers.

Specialized assistance will be provided in the areas of market and product development, small industry finance and resource mobilization, and management and entrepreneurship development. Consulting services will be available to assist in country specific analysis of the effects of government policies on small industry development. The program will also include a special focus on developing effective approaches for stimulating employment opportunities for women.

Through assessments of past efforts in these areas and field tests of experimental approaches, we expect to be able to learn some important lessons about how employment and income opportunities can best be stimulated on a cost effective, self-sustaining basis. Some of the questions our research will address include the following: (1) is it more effective to seek to upgrade existing enterprises or generate new ones? (2) should our focus be on very small informal sector enterprises, more formal small and medium firms, or larger-scale enterprises? (3) what types of institutional mechanisms are most effective (direct assistance by government agencies, efforts which work mainly through local private sector organizations and firms, approaches which involve more direct contacts between U.S. private sector firms and organizations and LDC firms, etc.)? (4) to what extent should the emphasis be on project interventions or should relatively more stress be placed on policy reforms? Although the answers to these questions may vary from country to country, we expect that some generalizable findings will emerge and that operational approaches can be developed to increase substantially USAID's effectiveness in working in this area.

4. Organization and Management for Rural Development

Developing country conditions today place a premium on effective

1. We know that small enterprises already provide at least some employment for up to 50% of the rural labor force and from 20-70% of total rural household income.

mobilization, allocation and use of scarce resources. Rural service delivery requires strong institutions, management skills, and administrative systems. Growing populations need expanded, cost-effective education, family planning, health and other public services. Food deficits demand concerted attention to rural institution building, research, employment generation, services and investment. Recurrent cost, implementation and financial accountability shortfalls in AID-funded projects reveal serious weakness in host country support systems. All these problems highlight the need for more effective and efficient organization and management, and for alternatives to public bureaucracy in mobilizing development self-help.

The Foreign Assistance Act calls for "expanding productive investment and services out from major cities to small towns and rural areas, and strengthening the management capabilities of institutions that enable the poor to participate in development.."

Field Missions have responded by including management improvement components in sectoral projects and by training to build a broader base of indigenous management and skills. However very few missions have management or institutional development specialists. Regional bureaus handle these requirements as "additional duty" assignments to human resources, sectoral or multisectoral staff. DS/RAD concern is how to increase the amount and quality of professional technical expertise available. To this end our FY 1983 program will continue mobilization and deployment of high quality field support teams.

The field support and applied research program will address (1) local management of natural and human resources; (2) management performance, including organization, implementation and administrative systems of rural institutions; and (3) decentralized service delivery, resource mobilization, and investment. Dissemination of practical organization and management knowledge and technique for use by A.I.D. missions and host country organizations will be continued.

FY 83 Priorities

Office FY 83 program priorities are as follows: (see Table V)

(a) Field Services and Program Support receives highest priority due to its utility through USDA and other collaborators in mobilizing critically needed technical expertise to respond to field mission needs for technical assistance which outside the parameters and constraints of the project framework. In many instances assistance provided in this manner has helped identify field needs for long-term research and technical assistance and thus provide the basis for project development.

(b) Completion of DS/RAD's "first generation" development administration projects constitutes our next highest priority. These projects (Local Revenue Administration, Managing Decentralization) are just beginning to receive substantial mission involvement and will be expected to start yielding the benefits of knowledge generation based on

these country specific efforts in FY 83 and FY 84.

(c) Completion of two newer rural development projects (Access to Land, Water and Natural Resources and Area Development) extending into FY 83 is accorded third priority.

(d) Fourth priority is initiation of applied research in several critical new areas of concern emerging out of recent rural development experience. Local Management of Natural Resources builds on our knowledge of local organization generated in the Rural Development and Participation Project but will concentrate on the particular problems of community management of irrigation systems. Small Rural Enterprise will build on the survey techniques developed in the Off-Farm Employment Project and will undertake new approaches to problems of financing and entrepreneurship encountered in the development of new enterprises. Food Security Management will address the priority Agency concern with the adverse development impacts of unstable prices and supplies of foodgrains in developing countries and will be designed to help improve the planning and management of domestic food reserves. Farming Systems for Small Farmers (DS/AGR) and Small Farmer Market Access are two projects being developed jointly with the Office of Agriculture. To strengthen our capacity to develop critical institutional support structures on which the small farmer must depend.

(e) Dissemination and extension of the operational findings of our earlier work in rural development and development administration constitutes our fifth funding priority. Although we attach great importance and value to assistance to field missions and to improving the extension and utilization of existing knowledge, we feel that in establishing funding priorities, we have to choose between developing responses to newly emerging problems, on the one hand and continuing dissemination efforts and maintaining an existing institutional capacity for utilization by missions and host countries, on the other. We have chosen the former on the assumption that missions can, if necessary, independently access the centers of expertise we have helped establish, whereas applied research on new rural development problems will not occur without our financial support. We firmly believe it is in the best interests of the Agency to continue minimal central funding for some of these centers beyond the research phase. The effect otherwise will be merely to transfer utilization costs to the missions, thus losing economies of scale and lower management costs as well as the effectiveness of the quicker response time which existing arrangements provide. Certainly without DS/RAD funds some key experienced personnel will be lost to the AID overseas development effort and systematic and broader dissemination of project results will be diminished. Nonetheless some capacity would continue to be available, probably at higher cost.

In this category of projects are: (1) Management Training and Development which provides a capacity for management training for LDC rural development project staffs utilizing approaches and materials developed in several earlier projects; (2) Rural Savings and Credit a new project utilizing results of the terminated Rural Financial Markets Project to

provide training and technical assistance linking improved rural credit with private savings mobilization; (3) a new Employment for Women Project building on the experience from the earlier projects initiated by other elements of the Agency (PPC and OLAB) and subsequently transferred to DS/RAD; (4) a limited extension of two existing projects (Alternative Rural Development Strategies, and Administration and Organization of Integrated Rural Development) to facilitate continued field support and increased dissemination of findings.

(f) Our shelf contains activities of importance to the Agency which are currently under development and would be ready to start in FY 1983, but due to funding constraints must be delayed until FY 1984 or FY 1985 without an increase in our proposed FY 1983 program level. Data sheets for these projects (Rural Development PVO Management, Local Management of Natural Resources (community woodlots), Small Enterprise Market Development, Targeting of Income Opportunities) are attached.

TABLE III - PROJECT OBLIGATIONS BY APPROPRIATION ACCOUNT
 FY 1981 TO FY 1983 (\$ THOUSANDS)

OFFICE: DS/RAD

APPROPRIATION ACCOUNT - EH

PROJECT#	PROJECT TITLE	FY 1981 OYB-REVISED	FY 1982 REVISED	FY-83 MINIMUM	FY-83 CURRENT	FY-83 PROPOSED	Page #
931_0096.	PROJECT MANAGEMENT EFFECTIVENESS	\$0	\$200	\$0	\$0	\$0	
931_1053.01	MANAGING DECENTRALIZATION (EHR)	\$350	\$340	\$600	\$600	\$600	23
931-1096.01	FIELD SERVICES AND PROGRAM SUPPORT	\$155	\$300	\$0	\$0	\$0	24
936_5300.01	ADMINISTRATION AND ORGANIZATION OF IRD	\$40	\$0	\$0	\$0	\$0	27
936-5303.	LOCAL REVENUE ADMINISTRATION	\$330	\$0	\$0	\$0	\$0	29
936-5308.01	TARGETING INCOME OPPORTUNITIES	\$0	\$100	\$0	\$0	\$0	30
936-5316.01	FOOD SECURITY MANAGEMENT	\$0	\$100	\$0	\$300	\$300	34
936_5317.01	MANAGEMENT TRAINING AND DEVELOPMENT	\$0	\$0	\$0	\$600	\$600	35
TOTALS FOR EH		\$875	\$1,040	\$600	\$1,500	\$1,500	

APPROPRIATION ACCOUNT - FN

PROJECT#	PROJECT TITLE	FY 1981 OYB-REVISED	FY 1982 REVISED	FY-83 MINIMUM	FY-83 CURRENT	FY-83 PROPOSED	Page #
931_1053.	MANAGING DECENTRALIZATION (FN)	\$0	\$260	\$0	\$0	\$0	23
931-1096.	FIELD SERVICES AND PROGRAM SUPPORT	\$150	\$300	\$450	\$450	\$450	24
931_1135.	AREA DEVELOPMENT	\$645	\$600	\$600	\$600	\$600	25
931-1137.	PARTICIPATION-RURAL DEVELOPMENT	\$225	\$250	\$0	\$0	\$0	
931-1169.	RURAL FINANCIAL MARKETS	\$530	\$0	\$0	\$0	\$0	
931-1190.	ALTERNATIVE RURAL DEVELOPMENT STRATEGIES	\$200	\$0	\$0	\$350	\$350	26
931-1191.	SEEU: OFF-FARM EMPLOYMENT	\$136	\$0	\$0	\$0	\$0	
936_5300.	ADMINISTRATION & ORGANIZATION OF IRD	\$460	\$40	\$0	\$200	\$200	27
936_5301.	ACCESS TO LAND, WATER, NATURAL RESOURCES	\$500	\$550	\$600	\$600	\$600	28

TABLE III - PROJECT OBLIGATIONS BY APPROPRIATION ACCOUNT
 FY 1981 TO FY 1983 (\$ THOUSANDS)

OFFICE: DS/RAD

936-5303.01	LOCAL REVENUE ADMINISTRATION	\$339	\$550	\$600	\$600	\$600	29
936-5313.	SMALL FARMER MARKET ACCESS	\$40	\$560	\$600	\$600	\$600	31
936-5314.	SEEU: SMALL RURAL ENTERPRISE DEVELOPMENT	\$0	\$490	\$500	\$500	\$500	32
936-5315.	RURAL SAVINGS AND CREDIT	\$0	\$300	\$0	\$0	\$400	33
936-5321.	LOCAL MANAGEMENT OF NATURAL RESOURCES	\$0	\$0	\$300	\$300	\$300	37

TOTALS FOR FN		\$3,225	\$3,900	\$3,650	\$4,200	\$4,600	
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APPROPRIATION ACCOUNT - SD

PROJECT#	PROJECT TITLE	FY 1981 OYB-REVISED	FY 1982 REVISED	FY-83 MINIMUM	FY-83 CURRENT	FY-83 PROPOSED	
936-5319.	EMPLOYMENT FOR WOMEN	\$0	\$0	\$0	\$0	\$350	36

TOTALS FOR SD		\$0	\$0	\$0	\$0	\$350	
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* * OFFICE TOTAL:		\$4,100	\$4,940	\$4,250	\$5,700	\$6,450	
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05/22/81

AID PROGRAM IN FY 1983
ANNUAL BUDGET SUBMISSION
TABLE IV - PROJECT BUDGET DATA

05/22/81

024 - OFC. OF RURAL & ADMINISTRATIVE DEVEL.

BUREAU FOR DEVELOPMENT SUPPORT

PROJECT NUMBER AND TITLE	ESTIMATED U.S. DOLLAR COST (\$000)													
	OBLIG	TOTAL COST	FY 80	FY 1981		FY 1982		FY 83	FY 84	FY 85	FY 86	FY 87	FUT YR	
G DATE	ACHT	PLAN	PIPE-	OBLIG	EXPEND	OBLIG	EXPEND	AAPL	OBLIG	OBLIG	OBLIG	OBLIG	OBLIG	ITEM
L INIT FIN			LINE	ATIONS	ITURES	ATIONS	ITURES							NO
AGRICULTURE, RURAL DEV. AND NUTRITION														
9310096	PROJECT MANAGEMENT EFFECTIVENESS													
G 76 82	553	553	213	---	213	---	---	---	---	---	---	---	---	269
9311053	MANAGING DECENTRALIZATION													
G 79 84	1432	1432	87	---	87	260	260	---	---	---	---	---	---	266
9311096	FIELD SERVICES AND PROGRAM DEVELOPMENT													
G 77 C	2226	---	27	150	177	300	300	450	450	450	450	450	---	264
9311135	AREA DEVELOPMENT													
G 78 85	2274	4194	5	645	500	600	600	600	600	600	---	---	---	262
9311137	PARTICIPATION-RURAL DEVELOPMENT													
G 77 82	2222	2472	581	225	600	250	350	---	---	---	---	---	---	261
9311169	RURAL FINANCIAL MARKETS													
G 77 81	2207	2080	189	530	666	---	53	---	---	---	---	---	---	260
9311190	ALTERNATIVE RURAL DEVELOPMENT STRATEGIES													
G 77 84	1952	1952	211	200	411	---	200	350	200	---	---	---	---	110
9311191	OFF-FARM EMPLOYMENT													
G 77 81	1704	1675	552	136	596	---	92	---	---	---	---	---	---	259
9365300	ADMINISTRATION AND ORGANIZATION OF IRD													
G 78 83	2724	2502	518	460	458	40	520	200	275	---	---	---	---	257

05/22/81

AID PROGRAM IN FY 1983
ANNUAL BUDGET SUBMISSION
TABLE IV - PROJECT BUDGET DATA

05/22/81

024 - OFC. OF RURAL & ADMINISTRATIVE DEVEL.

BUREAU FOR DEVELOPMENT SUPPORT

PROJECT NUMBER AND TITLE	ESTIMATED U.S. DOLLAR COST (\$000)													FUT YR	ITM NO		
	OBLIG DATE	TOTAL COST	FY 80	FY 1981	FY 1982	FY 83	FY 84	FY 85	FY 86	FY 87	OBLIG	OBLIG	OBLIG				
L INIT FIN	AUTH PLAN	PIPE-	OBLIG-	EXPEND-	OBLIG-	EXPEND-	APPL	OBLIG									
9365301	ACCESS TO PRODUCTIVE RESOURCES																
G 79 84	2640 2640	290	500	500	550	500	600	190	---	---	---	---	---	---	---	---	256
9365303	LOCAL REVENUE ADMINISTRATION																
G 79 84	1291 2883	94	339	278	520	620	600	600	---	---	---	---	---	---	---	---	254
9365313	SMALL FARMER MARKET ACCESS																
G 81 86	--- 3000	---	40	40	560	560	600	600	600	600	600	---	---	---	---	---	250
9365314	SMALL RURAL ENTERPRISE DEVELOPMENT																
G 82 86	--- 2990	---	---	---	490	400	500	700	700	600	---	---	---	---	---	---	249
9365315	RURAL SAVINGS AND CREDIT																
G 82 85	--- 1350	---	---	---	300	150	400	350	300	---	---	---	---	---	---	---	248
9365321	LOCAL MANAGEMENT OF NATURAL RESOURCES																
G 83 86	--- 1350	---	---	---	---	---	300	350	350	350	---	---	---	---	---	---	402
APPROPRIATION TOTAL		21785	31273	2767	3225	4526	3900	4605	4600	4315	3000	2000	450	---	---	---	
EDUCATION AND HUMAN RESOURCES																	
9260055	TRAINING OF TRAINERS IN MANAGEMENT																
G 74 80	3058 2970	281	---	281	---	---	---	---	---	---	---	---	---	---	---	---	132
9310096	PROJECT MANAGEMENT EFFECTIVENESS																
G 76 82	4438 2449	473	---	277	200	300	---	---	---	---	---	---	---	---	---	---	270

AID PROGRAM IN FY 1983
ANNUAL BUDGET SUBMISSION
TABLE IV - PROJECT BUDGET DATA

024 - OFC. OF RURAL & ADMINISTRATIVE DEVEL.

BUREAU FOR DEVELOPMENT SUPPORT

PROJECT NUMBER AND TITLE	ESTIMATED U.S. DOLLAR COST (\$000)													
	OBLIG PAGE L INI1 FIN	TOTAL COST AGIH PLAN	FY 80 PIPE- LINE	---FY 1981--- OBLIG- ATIONS	EXPEND- ITURES	---FY 1982--- OBLIG- ATIONS	EXPEND- ITURES	FY 83 AAPL	FY 84 OBLIG	FY 85 OBLIG	FY 86 OBLIG	FY 87 OBLIG	FUT YR OBLIG	ITEM NO
9311016	APPRAISAL HEALTH MANAGEMENT SYSTEMS													
G 77 80	75	75	75	---	75	---	---	---	---	---	---	---	---	268
9311053	MANAGING DECENTRALIZATION													
G 79 83	2600	2083	---	350	85	340	540	600	628	---	---	---	---	265
9311096	FIELD SERVICES AND PROGRAM DEVELOPMENT													
G 77 C	155	---	---	155	64	300	200	---	---	---	---	---	---	263
9311172	DA ANALYSIS AND INFORMATION SERVICES													
G 78 79	525	525	66	---	66	---	---	---	---	---	---	---	---	124
9365300	ADMINISTRATION AND ORGANIZATION OF IRD													
G 73 83	40	40	---	40	40	---	---	---	---	---	---	---	---	46
9365303	LOCAL REVENUE ADMINISTRATION													
G 79 84	530	530	---	330	330	---	---	---	---	---	---	---	---	255
9365307	FINANCIAL MANAGEMENT													
G 80 80	92	92	50	---	50	---	---	---	---	---	---	---	---	253
9365308	TARGETING INCOME OPPORTUNITIES													
G 80 87	100	1800	31	---	31	100	70	---	500	500	600	---	---	252
9365310	PROGRAM DEVELOPMENT AND SUPPORT													
G 80 80	100	100	50	---	50	---	---	---	---	---	---	---	---	127

05/22/81

AID PROGRAM IN FY 1983
ANNUAL BUDGET SUBMISSION
TABLE IV - PROJECT BUDGET DATA

05/22/81

024 - OFC. OF RURAL & ADMINISTRATIVE DEVEL.

BUREAU FOR DEVELOPMENT SUPPORT

PROJECT NUMBER AND TITLE	ESTIMATED U.S. DOLLAR COST (\$000)														
	OBLIG DATE L INIT FIN	TOTAL COST AUTH PLAN	FY 80 PIPE- LINE	---FY 1981--- OBLIG- ATIONS	EXPEND- ITURES	---FY 1982--- OBLIG- ATIONS	EXPEND- ITURES	FY 83 AAPL	FY 84 OBLIG	FY 85 OBLIG	FY 86 OBLIG	FY 87 OBLIG	FUT YR OBLIG	ITEM NO	
9365316	FOOD SECURITY MANAGEMENT														
G	80 86	52 1252	10	---	10	100	100	300	300	300	200	---	---	247	
9365317.01	MANAGEMENT TRAINING AND DEVELOPMENT (C&H)														
G	83 87	--- 3600	---	---	---	---	---	600	750	750	750	750	---	403	
APPROPRIATION TOTAL		11765	15516	1036	875	1359	1040	1210	1500	2178	1550	1550	750	---	
SELECTED DEVELOPMENT ACTIVITIES															
9365319	WOMEN AND EMPLOYMENT														
G	80 86	542 2092	529	---	429	---	100	350	375	400	425	---	---	123	
9365321	LOCAL MANAGEMENT OF NATURAL RESOURCES														
G	83 86	--- 1250	---	---	---	---	---	---	400	400	450	---	---	432	
9365322	RURAL DEVELOPMENT PVO MGT														
G	84 86	--- 900	---	---	---	---	---	---	300	300	300	---	---	404	
APPROPRIATION TOTAL		542	4242	529	---	429	---	100	350	1075	1100	1175	---	---	
OFFICE TOTAL		34092	51031	4332	4100	6314	4940	5915	6450	7568	5650	4725	1200	---	

TABLE V - FY 1983 PROPOSED PROGRAM RANKING
05/20/81

05/20/81

OFFICE 024 DS/RAD

RANK	DECISION PACKAGES/PROGRAM ACTIVITY	TERM/ NEW/ CONT	LOAN/ GRANT	APPROP ACCT.	PROGRAM FUNDING (\$000)		W O R K F O R C E		ITEM
					INCR	CUM	USDH INCR	FNDH CUM	
DECISION PACKAGE - MINIMUM									
1	9361495 DS/RAD-STAFF REQUIRED TO OPERATE OFFICE		G	FN			175	175	3405
2	9310096 PROJECT MANAGEMENT EFFECTIVENESS	C	G	EH				175	3406
3	9311096 FIELD SERVICES AND PROGRAM SUPPORT	C	G	FN	450	450		175	3407
4	9365303.01 LOCAL REVENUE ADMINISTRATION	C	G	FN	600	1050		175	3410
5	9311053.01 MANAGING DECENTRALIZATION (EHR)	C	G	EH	600	1650	11	186	3413
6	9365301 ACCESS TO LAND, WATER, NATURAL RESOURCES	C	G	FN	600	2250		186	3416
7	9311135 AREA DEVELOPMENT	C	G	FN	600	2850		186	3559
8	9365314 SEEU: SMALL RURAL ENTERPRISE DEVELOPMENT	C	G	FN	500	3350		186	3415
9	9365321 LOCAL MANAGEMENT OF NATURAL RESOURCES	N	G	FN	300	3650		186	3414
10	9365313 SMALL FARMER MARKET ACCESS	C	G	FN	600	4250	12	198	3418
DECISION PACKAGE - CURRENT (30)									
11	9365316.01 FOOD SECURITY MANAGEMENT	C	G	EH	300	4550		198	3421
12	9364099.01 FARMING SYSTEMS FOR SMALL FARMERS	C	G	FN		4550		198	3417
13	9365317.01 MANAGEMENT TRAINING AND DEVELOPMENT	N	G	EH	600	5150		198	3419
14	9311190 ALTERNATIVE RURAL DEVELOPMENT STRATEGIES	C	G	FN	350	5500	12	210	3426
15	9365300 ADMINISTRATION & ORGANIZATION OF IRD	C	G	FN	200	5700		210	3424
DECISION PACKAGE - PROPOSED (50)									
16	9365319 EMPLOYMENT FOR WOMEN	C	G	SD	350	6050		210	3420
17	9365315 RURAL SAVINGS AND CREDIT	N	G	FN	400	6450		210	3427

ITEMS RETRIEVED 17

PROGRAM: CENTRALLY FUNDED

ACTIVITY DATA SHEET

PROJECT MANAGER: Monteze Snyder

TITLE Managing Decentralization		FUNDS Agriculture, Rural Development, and Nutrition; Education and Human Resources		PROPOSED OBLIGATION (In thousands of dollars) FY 83 600		LIFE OF PROJECT 3,515	
NUMBER: 31-1053	NEW <input type="checkbox"/>	PRIOR REFERENCE		INITIAL OBLIGATION FY 79	ESTIMATED FINAL OBLIGATION FY 83	ESTIMATED COMPLETION DATE OF PROJECT FY 84	
GRANT <input checked="" type="checkbox"/>	LOAN <input type="checkbox"/>	CONTINUING <input checked="" type="checkbox"/>					

Purpose: To help strengthen the administrative effectiveness and responsiveness of LDC local governments and the capacity of officials to design and implement local development programs and to deliver services to the rural poor.

Background and Progress to Date: Decentralization of government administration is key to improving the delivery of services to rural areas of less developed countries. However, in most countries, central governments have concentrated authority over decisions which affect the rural poor, basically because of the lack of managerial capability at the lower echelon of the government structure and a reluctance to devolve authority. This project provides consultant services on decentralized programs. Collaboratively with host governments, it helps them (1) assess opportunities for increased private sector involvement; (2) expand local management capacity to experiment with innovative service delivery systems which permit greater local flexibility and reduce administrative requirements; (3) improve service orientations and provide incentives for greater responsiveness of field staff; and (4) adopt administrative structures to permit greater decentralization of decision making. Currently the project is working with the governments of Kenya, Nicaragua, Sudan, and the Philippines to analyze ongoing decentralization efforts and to advise on A.I.D. funded initiatives to assist these projects.

Host Country and Other Donors: Project depends on host country support for decentralization efforts including policy decisions, institutional reform and reorganization and commitment of personnel and resources.

Beneficiaries: Ultimate beneficiaries will be the rural poor who receive improved services as a consequence of innovative techniques and organizations developed under this project.

FY 1983 Program: In FY 1983 the project will involve at least four long-term field relationships in support of substantial LDC decentralization efforts on three different continents, and perform from six to eight short-term consultations in support of specific A.I.D. project initiatives by host country request. These consultancies will provide technical assistance in developing local-level administrative capacity and interorganizational linkages in LDCs with special focus on institutional capacity for agricultural development in LDCs. It will produce a

comparative framework for conducting institutional analysis in the agricultural sector and analytical case studies on organizational and implementation issues which are identified by food sector strategy studies.

It will also sponsor one conference which will gather national and international experts together in order to review and analyze progress and findings to date.

Major Outputs (and A.I.D. Unit Cost):

	Unit	(\$Thousands)	
		All Years	(Cost)
State of the art and field program related papers	8		(45)
Short-term consultation and project design	65		(133)
In-depth field tests/pilot projects	4		(300)
Rostering, network and information system	5		(93)
Workshops	4		(50)

A.I.D. Financed Inputs:

	FY 1983
Personnel (100 person months)	500
Project support costs	100
Total	600

U.S. FINANCING (In thousands of dollars)				Funding Period	Principal Contractors or Agencies
	Obligations	Expenditures	Unliquidated		
Through September 30, 1980	1,337	1189	148		University of California -- Berkeley
Estimated Fiscal Year 1981	350	172		-10/83	
Estimated through September 30, 1981	1,687	1361	326		
Proposed FY 1982	600	800		-10/82	
Estimated through Fiscal Year 1982	2287	2161	126		
Proposed FY 83	600	Future Year Obligations	Estimated Total Cost	-10/83	
		628	3515		

PROGRAM: CENTRALLY FUNDED

ACTIVITY DATA SHEET

PROJECT MANAGER: John Gelb/Norman Nicholson

TITLE Field Services and Program Support		FUNDS Agriculture, Rural Development, Nutrition; Education and Human Resources	PROPOSED OBLIGATION (In thousands of dollars)		
NUMBER 931-1096		PRIOR REFERENCE	FY 83 450	LIFE OF PROJECT	continuing
GRANT <input checked="" type="checkbox"/>	LOAN <input type="checkbox"/>		INITIAL OBLIGATION FY 77	ESTIMATED FINAL OBLIGATION FY continuing	ESTIMATED COMPLETION DATE OF PROJECT FY continuing
NEW <input type="checkbox"/>					
CONTINUING <input checked="" type="checkbox"/>					

Purpose: To provide expertise in specialized areas of rural development and development administration to be drawn on by LDCs in pursuit of joint rural development and institution building objectives.

Background and Progress: Expertise made available under this project is used to help conceptualize and formulate approaches for applied research, develop suitable projects, and to serve LDC programs supported by A.I.D. It is used to identify U.S. experts with specialized knowledge appropriate for service in countries as consultants and advisors for LDC rural development activities, and to access such expertise when it is not otherwise available from Agency personnel. Specifically, this project has provided DS/RAD with access to quality, specialized expertise that would not otherwise be available to the office on a medium term basis and has been essential to launching office project initiatives on such critical issues in rural development and development administration as: (a) off-farm employment generation; (b) constraints to small farmer access to equitable markets in Thailand, Cameroon, and Guatemala; (c) improving financial management capabilities in LDCs; (d) small farmer cropping systems; savings and credit. Under this project USDA has provided a wide variety of specialized consultants in such fields as rural finance, economic, anthropology, rural sociology, farming systems, marketing and agriculture management. Also under this project is an experimental agreement with the International Institute of Public Management, a minority controlled non-profit administration institute, in order to take advantage of the formal working agreements they maintain a wide range of schools, institutes and professional associations of public management throughout the world. This arrangement significantly broadens the depth and breadth of expertise that can be brought to bear on such critical problems of development administration such as public and communal enterprise management, human resource development, and project design and management.

Beneficiaries: The LDC rural poor are indirectly the beneficiaries of this project through improvements in bilateral rural and administrative development programs resulting from the services provided.

Host Country and Other Donors: None

FY 1983 Program: Advisory services and support as requested by field missions and host governments with emphasis on small farmer marketing systems, social service delivery systems, management of development institutions and designing and evaluating program and project activities.

Major Outputs (and A.I.D. Unit Cost)

(\$Thousands)

	Estimated Through FY 1983	
	Unit	(Cost)
Field consultancies	100	(15)
AID/W Advisory Services (in person months)	450	(4)
Consultant Roster	1	(60)

A.I.D. Financed Inputs

FY 1983

Personnel (78 person months)	325
Supporting Costs	125
Total	450

U.S. FINANCING (In thousands of dollars)				Funding Period	Principal Contractors or Agencies
	Obligations	Expenditures	Unliquidated		
Through September 30, 1980	1,836	1809	27		U.S. Department of Agriculture Others to be determined International Institute of Public Management (IIPM)
Estimated Fiscal Year 1981	305	241		10/81-9/82	
Estimated through September 30, 1981	2,141	2,050	91		
Proposed FY 1982	600	500		10/82-9/83	
Estimated through Fiscal Year 1982	2,741	1,550	191		
Proposed FY 83	450	Future Year Obligations	Estimated Total Cost	10/83-9/84	
		continuing	continuing		

PROGRAM: CENTRALLY FUNDED

ACTIVITY DATA SHEET

PROJECT MANAGER: Robert Simko

TITLE Area Development		FUNDS Agriculture, Rural Development and Nutrition	PROPOSED OBLIGATION (In thousands of dollars)		
NUMBER 931-1135		PRIOR REFERENCE	FY 83 600	LIFE OF PROJECT	4,194
GRANT <input checked="" type="checkbox"/>	LOAN <input type="checkbox"/>		NEW <input type="checkbox"/>	CONTINUING <input checked="" type="checkbox"/>	ESTIMATED FINAL OBLIGATION FY 85

Purpose: To provide developing countries with assistance in the design, implementation, and evaluation of area based sub-national development activities.

Background and Progress to Date: Within an LDC, development often can be accelerated in a region, a district, or a province to the benefit of the country as a whole, by activities which concentrate on the development needs of that sub-national area and on the capability of the institutions to meet those needs. This project is designed to help host countries in the development of such regionally focused development projects by: (a) providing consulting services for regional development strategies, (b) assisting in the design of specific projects, (c) conducting applied research to gather information on local conditions, and (d) providing professional services for implementing such projects. The project is concerned principally with strengthening the capacity for planning at sub-national levels, with improving the management of human and natural resources, with fostering greater spatial and sectoral integration of new lands and area development programs, and with developing local institutions to improve decentralized administration and local participation. It works with existing or proposed area development or new lands settlement programs. As an example, this project has been amended to include bilateral funds and host country coordination for the Central Tunisia Development Authority Activities. A cost-sharing agreement between the mission and central funds covers the costs of a series of training sessions, a resident planning advisor, data-gathering and bibliographic work. The project has also provided short-term consulting in Panama, Dominican Republic, Peru, Sudan, Kenya, Cameroon, Somalia, and Thailand; it sponsored the first regional development workshop in Arusha, Tanzania; it provided a watershed planning advisor to assist in the AID-sponsored Gambia River Basin Commission Workshop. State-of-the-art papers on "The Project Cycle" and "Sketch Planning" have been published.

Host Country and Other Donors: Host countries contribute policy and staff support at all levels of national, regional and local government.

Beneficiaries: The rural poor will benefit as a result of the improved planning and implementation that occurs as the capabilities of local institutions are strengthened.

-FY 1983 Program: Under a (new) cooperative agreement made with an expanded resource base, the project will seek to develop long-term field applications in natural resources management, new lands settlement and sub-national planning in three countries. A regional workshop on New Lands Settlement is being planned for Sri Lanka.

Major Outputs (and A.I.D. Unit Cost):	(\$ Thousands)
	All Years
	Unit (cost)
Long-term field applications in sub-national planning and resource management	4 (150)
Special studies	6 (30)
Information dissemination and workshops	10 (50)
Short-term research and consulting services	40 (30)

A.I.D. Financed Inputs:	FY 83
Personnel (60 person months)	500
Other supporting costs	100
TOTAL	600

U.S. FINANCING (In thousands of dollars)				Funding Period	Principal Contractors or Agencies
	Obligations	Expenditures	Unliquidated		
Through September 30, 1980	1,149	1,144	5	10/80-12/81	University of Wisconsin
Estimated Fiscal Year 1981	645	500			
Estimated through September 30, 1981	1,794	1,644	150	12/81-12/82	
Proposed FY 1982	600	600			
Estimated through Fiscal Year 1982	2,394	2,244	150	12/82-12/83	
Proposed FY 83	600	Future Year Obligations	Estimated Total Cost		
		1,200	4,194		

PROGRAM: CENTRALLY FUNDED

ACTIVITY DATA SHEET

PROJECT MANAGER: Joseph Beausoleil

TITLE Alternative Rural Development Strategies		FUNDS Agriculture, Rural Development and Nutrition	PROPOSED OBLIGATION (In thousands of dollars)		
NUMBER 931-1190		PRIOR REFERENCE	FY 83 350	LIFE OF PROJECT	1952
GRANT <input checked="" type="checkbox"/> LOAN <input type="checkbox"/>	NEW <input type="checkbox"/> CONTINUING <input checked="" type="checkbox"/>		INITIAL OBLIGATION FY 77	ESTIMATED FINAL OBLIGATION FY 84	ESTIMATED COMPLETION DATE OF PROJECT FY 84

Purpose: To raise the standard of living of small farmers by increasing their productive capacity and improving their access to markets.

Background and Progress to Date: Small farmers generally reach their potential in delivering goods and services not only because of agronomic but also economic and sociological factors. This project provides assistance to A.I.D. and LDC planners in a) understanding small farmer production and marketing systems and b) developing strategies to increase food production and improve marketing.

Short term consultancy work has been performed in Jamaica, Sudan, Haiti, the Philippines, Thailand, Cameroon, Senegal, Bolivia, Zambia, Zimbabwe, Somalia, and Honduras. Long term analytic work has been completed in Thailand and Cameroon. The Thailand study has focused on the equity and efficiency effects of alternative marketing systems for small rural households and firms. The Cameroon study analyzed the interrelationship of the production and marketing systems and its effect on consumption/nutrition of the rural household. A workshop on alternative agricultural extension approaches was undertaken and another on small farmer participation in the development of appropriate technology is being planned. A state-of-the-art paper on farming systems research has been published and widely disseminated to practitioners in the Third World.

Host Country and Other Donors: Information is exchanged with host country institutions and the international development community. A collaborative effort with FAO has been undertaken. Long term analytic work is carried out in conjunction with the host governments planning and agricultural ministries, their agricultural research and extension services, and the LDC university communities.

Beneficiaries: The ultimate beneficiaries are the small farmers whose productive capacity is increased and standard of living improved. LDC agricultural planners, researchers, and extension workers also benefit through their increased effectiveness and efficiency.

FY 1983 Program: Short term consulting services will be provided in response to USAID requests at the rate of four team consultancies per year. The findings of the long term analytic work performed in Thailand and Cameroon will be published and disseminated. Field work on a third long term project will be completed. Two workshops will be held in the field, one on rapid collection and analysis using mini computers and another of farming systems research methodologies.

Major Outputs:

	(\$ thousands)	
	All Years	unit (costs)
Consulting Assignments	26	(40)
Documentation and State of the Art	20	(10)
Long term Analysis	3	(66)
Conferences/Workshops	5	(12)

A.I.D. Financed Inputs:

	FY 1983
Personnel (56 person months)	225
Travel and other costs	125
TOTAL	350

U.S. FINANCING (In thousands of dollars)				Funding Period	Principal Contractors or Agencies
	Obligations	Expenditures	Unliquidated		
Through September 30, 1980	1,002	791	211		Michigan State University
Estimated Fiscal Year 1981	400	411		9/26/81-10/1/82	
Estimated through September 30, 1981	1,402	1,202	200		
Proposed FY 1982	-0-	200			
Estimated through Fiscal Year 1982	1,402	1,402	-0-		
Proposed FY 83	150	Future Year Obligations	Estimated Total Cost	10/1/	
		200	1,952		

PROGRAM: CENTRALLY FUNDED

ACTIVITY DATA SHEET

PROJECT MANAGER: Jim Lowenthal

TITLE Administration and Organization of Integrated Rural Development		FUNDS Agriculture, Rural Development and Nutrition; Education and Human Resources	PROPOSED OBLIGATION (In thousands of dollars)		
NUMBER 936-5300 GRANT <input checked="" type="checkbox"/> LOAN <input type="checkbox"/>		NEW <input type="checkbox"/> CONTINUING <input checked="" type="checkbox"/>	PRIOR REFERENCE	INITIAL OBLIGATION FY 78	ESTIMATED FINAL OBLIGATION FY 83
			LIFE OF PROJECT	2542	ESTIMATED COMPLETION DATE OF PROJECT FY 84

Purpose: To improve the implementation of integrated rural development projects which provide income generating and social services to rural inhabitants.

Background and Progress to Date: It is widely agreed that breaking the web of poverty in rural areas requires a concerted attack based on strategies that address both income generating activities and the basic social needs of an impoverished population. Recognizing the interactive effects of these strategies, the Agency, other international donors and LDC governments have turned increasingly to the use of integrated project structures as a means of jointly addressing both aspects of the environment of the rural poor. This project seeks to assist governments in dealing with complex management issues which are associated with the integration of these multi-agency activities for the rural poor. The project provides expertise in organization development, development administration, and management to support implementation efforts of integrated rural development initiatives.

In September 1978, Development Alternatives, Incorporated, with Research Triangle Institute as a sub-contractor, was awarded the implementation contract. In the first six months of the project, a reconnaissance survey of IRD activities in Asia, Africa, Latin America and the Near East was completed. Since then, teams have provided implementation assistance in Liberia, Honduras, Jamaica, Tanzania, Nepal, Botswana, Indonesia, the Philippines, Cameroon, Ecuador, Thailand and Sudan. For each of its interventions a detailed field report which is distributed to mission and host country officials as well as interested AID/W personnel, is produced. By the end of FY 1981, the project will also have supported IRD activities in Panama and Niger. In addition to responding to mission requests for short-term technical assistance services, the project will be providing on-going consultation services to IRD projects in at least five of the above countries through FY 1982. Funding is being provided for FY 1983 to allow the completion of IRD support to previously arranged long-term mission relationships. In February 1980, the experience and the accumulated knowledge of IRD management and administration was synthesized into a draft state of the art document and was reviewed by a sample of Agency field officers and development specialists. Based on reviewer comments, the state of the art paper has been revised and distributed to field missions, collaborating institutions and a wide range of practitioners. A desk top manual for AID field officers, based on four years of accumulated experience, will be produced during FY 1982.

Beneficiaries: The ultimate beneficiary is the rural poor through improved LDC programs.

FY 1983 Program: Phasing out of up to five long-term relationships, continuing efforts to disseminate consulting experience and applied research findings.

Major Outputs (and A.I.D. Unit Cost)	(\$Thousands)	
	Unit	All Years (Cost)
State of the art paper	1	(100)
Review of IRD projects	10	(14)
Short-term and long-term Consulting missions	18	(100)
Network Development	1	(100)
Manual Developed	1	(50)
Conference Dissemination	1	(41)

A.I.D. Financed Inputs:	FY 1983
Personnel (38 person months)	150
Other	50
Total	200

U.S. FINANCING (In thousands of dollars)				Funding Period	Principal Contractors or Agencies
	Obligations	Expenditures	Unliquidated		
Through September 30, 1980	1527	1009	518		Development Alternatives, Inc. U.S. Department of Agriculture
Estimated Fiscal Year 1981	500	498		9/81-9/82	
Estimated through September 30, 1981	2027	1507	520		
Proposed FY 1982	40	520		-10/82	
Estimated through Fiscal Year 1982	2067	2027	40		
Proposed FY 83	200	Future Year Obligations	Estimated Total Cost	10/82-9/83	
		275	2542		

PROGRAM: CENTRALLY FUNDED

ACTIVITY DATA SHEET

PROJECT MANAGER: Thomas Mehen

TITLE Access to Land, Water and Natural Resources		FUNDS Agriculture, Rural Development and Nutrition	PROPOSED OBLIGATION (In thousands of dollars)	
NUMBER 936-5301		PRIOR REFERENCE	FY 83 600	LIF. OF PROJECT 2,840
GRANT <input checked="" type="checkbox"/>	LOAN <input type="checkbox"/>		INITIAL OBLIGATION FY 79	ESTIMATED FINAL OBLIGATION FY 83
	NEW <input type="checkbox"/>			ESTIMATED COMPLETION DATE OF PROJECT FY 84
	CONTINUING <input checked="" type="checkbox"/>			

Purpose: To help and encourage LDC governments to address inequitable asset distribution by increasing the access of the rural poor to income producing resources, particularly land and irrigated water.

Background and Progress to Date: This project was initiated in September 1979 when a cooperative agreement was signed with the University of Wisconsin Land Tenure Center (LTC). The project aims to encourage and help LDC governments by short-term consulting on policies and programs to increase resource access, by carrying out applied research, by conducting workshops and seminars involving AID and LDC personnel and by disseminating information on land tenure related issues.

Consultation has been carried out in thirteen countries (Nicaragua, El Salvador, Paraguay, Bolivia, Barbados, Cost Rica, Honduras Ecuador, Indonesia, Botswana, Cameroon, Mauritania, and Liberia) since September 1979. Nicaragua and El Salvador have been sites of major agrarian reform programs recently and assistance was given to both countries on implementation issues. In Nicaragua a major applied effort is currently underway analyzing (a) the effect of agrarian reform policies on rural credit and marketing programs, (b) seasonal labor markets, (c) the effect on productivity and equity effects of individual and group farms, and (d) labor-management issues in the reformed and private sectors. Honduras asked for advice on possible ways to support agrarian reform. The results of the consultation were included in the governments agricultural policy paper. A follow-up consultation is planned for May 1981 to assist in the assessment of the land tenure situation and the effectiveness of the Agrarian Reform Institute (INA). Paraguay is developing a rural land rights registration program and received technical assistance. Bolivia received assistance in evaluating on-going programs of land settlements. Barbados is planning a workshop in May 1981 on land tenure issues and LTC has worked closely with the University of the West Indies in these preparations. Costa Rica is carrying out a land settlement colonization effort and has consulted with LTC on this program. Ecuador is developing a project to strengthen the capacity of its Agrarian Reform Institute (IERAC) to undertake applied research on key reform issues. In Indonesia assistance was requested in developing a baseline survey for evaluating the impact of a titling program. In Botswana a major applied research is underway in conjunction with the Ministry of Local Government and Lands examining how effective cooperation is with local institutions with regard to land use policy. Cameroon was assisted with an analysis of the

land tenure situation in the Mandara Mountains, the site of a proposed rural development project. Mauritania is planning a pilot program to examine land tenure issues. LTC provided consulting and design help. Liberia is interested and received assistance in developing a project that would help the government assess the current tenure situation and to initiate a pilot registration for making appropriate tenure changes.

LTC has issued three quarterly newsletters covering activities of concern to practitioners. One study entitled "Interventions in Land Markets" should be completed and disseminated during FY 1981.

Host Country and Other Donors: The collaboration and coordination of the host country government and institutions are essential to the proposed applied research work that is planned.

Beneficiaries: The rural poor will be the target group of more favorable policies whose adoption will be facilitated by this project.

FY 1983 Programs: Applied research and consulting will be continued in countries requesting assistance on such topics as: land reform; adaptation of customary and communal landholding systems; issues relating to group farming schemes; land settlements; titling programs; the impact of irrigation and water allocation projects on landholding systems; and tenure and landholding implications in relation to ecological changes.

<u>Major Outputs (and A.I.D. Unit Cost):</u>		(\$Thousands)
		All Years
	Unit	(Cost)
Short-term consulting and project design	15	(30)
In-depth applied research	6	(150)
State of the art papers and special studies	7	(25)
Workshop and information dissemination	5	(100)
<u>A.I.D. Financed Inputs:</u>		FY 1983
Personnel (74 person months)		400
Other direct costs		200
Total		600

U.S. FINANCING (In thousands of dollars)				Funding Period	Principal Contractors or Agencies
	Obligations	Expenditures	Unliquidated		
Through September 30, 1980	1,000	710	290	10/81-9/82	University of Wisconsin-- Land Tenure Center
Estimated Fiscal Year 1981	500	500			
Estimated through September 30, 1981	1,500	1,210	290	10/82-9/83	
Proposed FY 1982	550	500			
Estimated through Fiscal Year 1982	2,050	1,710	340	9/83-10/84	
Proposed FY 83	600				
		Future Year Obligations	Estimated Total Cost		
		190	2,840		

PROGRAM: CENTRALLY FUNDED

ACTIVITY DATA SHEET

PROJECT MANAGER: Meredith Scovill

TITLE Local Revenue Administration		FUNDS Agriculture, Rural Development and Nutrition; Education and Human Resources	PROPOSED OBLIGATION (In thousands of dollars)		
NUMBER 936-5303 GRANT <input checked="" type="checkbox"/> LOAN <input type="checkbox"/>		NEW <input type="checkbox"/> CONTINUING <input checked="" type="checkbox"/>	PRIOR REFERENCE	FY 83 600	LIFE OF PROJECT 3413
			INITIAL OBLIGATION FY 79	ESTIMATED FINAL OBLIGATION FY 84	ESTIMATED COMPLETION DATE OF PROJECT FY 85

Purpose: To help LDC governments assess local revenue implications of development projects and increase the resource mobilization capability of rural communities to finance expanding services.

Background and Progress to Date: Local revenue policy and administration has been a neglected aspect of the development process. This has frequently resulted in failures in the implementation of development projects, as responsibilities of local authorities increase but their resource base remains stagnant. The problem is especially acute for development activities which generate large recurrent costs. This project provides an analytical and consulting capacity to assist LDC governments in assessing the local revenue implications of development and in designing projects to improve the revenue raising effectiveness of local and regional authorities. The contractor has begun work updating and extending current public finance and public choice theory to make it more relevant to the problems of LDCs. This state of the art work builds on a study of local revenue capacity in the Philippines which is just being completed. In addition, the contractor has been developing new approaches for examining revenue issues. These are being field tested in various countries.

A technical assistance team is currently working in Peru helping the AID mission implement its Integrated Regional Development Project. The Local Revenue team then will focus on mechanisms for strengthening the fiscal capacity of local governments. In the Summer of 1980, the contractor evaluated a Philippine New Property Tax Administration Project. In Upper Volta, a team is working on a study of the revenue cost implications of service delivery. In Bangladesh, the project will provide a team to analyze the current local government finance structure and identify methods for greater and more efficient mobilization of resources. The specific objective is to assist the local governments in finding mechanisms for financing road maintenance and other recurrent costs, thus lessening the dependence of local authorities on outside funding sources.

Host Country and Other Donors: This project will require inputs of staff time, the development of pilot legislation, survey and analytical work, and experimentation with new financial management and revenue techniques by LDC governments collaborating in the pilot tests.

Beneficiaries: Rural populations who are now inadequately covered by government services and investments will benefit from improved responsiveness of local service facilities and greater local control of public investment.

FY 1983 Program: Continue in-depth field testing and consulting activities in three or four countries. Commence short-term consultancies in five additional countries upon request. Complete field work, writing, and recommendations emanating from the applied research/consultancies in Peru, Bangladesh and Upper Volta.

Major Outputs (and A.I.D. Unit Cost):

	(\$Thousands)	
	Unit	All Years (Cost)
In-depth field test/pilot projects	7	(140)
Short-term consulting and project design	25	(30)
State of the art and field program related research papers	12	(25)
Workshops and information dissemination	8	(38)
Network systems	1	(26)

A.I.D. Financed Inputs:

	FY 1983
Personnel (144 person months)	479
Project support	121
Total	600

U.S. FINANCING (In thousands of dollars)				Funding Period	Principal Contractors or Agencies
	Obligations	Expenses	Unliquidated		
Through September 30, 1980	996	902	94		Syracuse University
Estimated Fiscal Year 1981	669	608			
Estimated through September 30, 1981	1665	1510	155		
Proposed FY 1982	550	620		9/82-9/83	
Estimated through Fiscal Year 1982	2215	2130	85		
Proposed FY 83	600	Future Year Obligations	Estimated Total Cost	9/83-8/84	
		600	3415		

PROGRAM: CENTRALLY FUNDED

ACTIVITY DATA SHEET

PROJECT MANAGER: John Harbeson

TITLE Targeting Income Opportunities		FUNCS Education and Human Resources	PROPOSED OBLIGATION (In thousands of dollars)	
NUMBER 936-5308		PRIOR REFERENCE	FY 83 -	LIFE OF PROJECT 1800
GRANT <input checked="" type="checkbox"/> LOAN <input type="checkbox"/>	NEW <input type="checkbox"/> CONTINUING <input checked="" type="checkbox"/>		INITIAL OBLIGATION FY 80	ESTIMATED FINAL OBLIGATION FY 86

Purpose: To assist LDCs in developing and applying administrative techniques which discipline delivery of intended developmental and service inputs to poor people without major leakage of benefits to better off population.

Background and Progress to Date: Evaluations have shown that the poor continue to participate only to a limited degree in the benefits and processes of development despite stated intentions of the government to improve their standard of living. Difficulties in management capability, development strategy, and in some cases corruption appear to underlie the problem.

In FY 1981 project development work has focused in three areas: (1) understanding the lessons of industrialized countries' anti-poverty programs applicable to LDCs, (2) examining what AID strategies have worked and which ones have not worked in attempts to assist the rural poor more exclusively, and (3) assessing what technical assistance expertise the U.S. possesses of particular pertinence to the needs of small farmers.

The project will (1) identify problems impeding delivery of the benefits to the poor, (2) determine which elements of project design and implementation plans are most effective in helping particular categories of the rural poor, and (3) share insights from the foregoing enterprises through consultation and distribution of analytical papers.

Host Country and Other Donors: Project personnel will work in close collaboration with LDC government personnel as well as with USAID missions.

Beneficiaries: The poor will directly benefit from the increased services and goods delivered to them.

FY 1983 Program: Program will emphasize development of administrative strategies and techniques for focusing development assistance more exclusively on the requirements of the poor through applied research and consulting activity on host country projects.

Major Outputs (and A.I.D. Unit Cost)

	(\$Thousands)	
	Unit	(Cost)
Consultative	30	(20)
Analytic Guidance Material	5	(50)
Applied Research in LDC	4	(200)
Network	1	(50)
Workshop	1	(50)

U.S. FINANCING (In thousands of dollars)				Funding Period	Principal Contractors or Agencies
	Obligations	Expenditures	Unliquidated		
Through September 30, 1980	100	69	31	9/82-10/83	To be determined
Estimated Fiscal Year 1981	-	31			
Estimated through September 30, 1981	100	100	100		
Proposed FY 1982	100	70			
Estimated through Fiscal Year 1982	200	170	30		
Proposed FY 83	-				
		Future Year Obligations	Estimated Total Cost		
		1,600	1,800		

PROGRAM: CENTRALLY FUNDED

ACTIVITY DATA SHEET

PROJECT MANAGER: Wendell Morse, DS/RAD
Gordon Appleby, DS/AGR

TITLE Small Farmer Market Access		FUNDS Agriculture, Rural Development and Nutrition	PROPOSED OBLIGATION (In thousands of dollars)		
NUMBER 936-5313		PRIOR REFERENCE	FY 83 600	LIFE OF PROJECT 3000	
GRANT <input checked="" type="checkbox"/>	LOAN <input type="checkbox"/>		INITIAL OBLIGATION FY 81	ESTIMATED FINAL OBLIGATION FY 86	ESTIMATED COMPLETION DATE OF PROJECT FY 86
NEW <input type="checkbox"/>					
CONTINUING <input checked="" type="checkbox"/>					

Purpose: To assist developing countries overcome the critical bottlenecks impeding small scale and other rural producers from marketing their goods for equitable returns.

Background and Progress to Date: The priority given to marketing by USAID field missions -- as manifested through responses to DS/RAD and DS/AGR surveys, country project portfolios, country development strategy statements and sector assessments -- is very high, second only to their concern with employment issues. There is also a growing conviction that assistance in marketing must be focussed directly on the smaller farmers and the markets serving them, rather than on the broader questions of agricultural marketing efficiency. A key element in the process of improving small-farmer access to marketing services is a better understanding of the larger economic environment effecting markets and market prices. Focus on smaller farmers and economic environments affecting their markets requires a new, interdisciplinary methodology for obtaining and analyzing data on (1) small farmer access; (2) questions of market structure, conduct and performance; and (3) price policy and cost effectiveness and relating these to the condition of the small farmer.

Preparation of this project was begun by undertaking three separate case studies in Thailand, Guatemala and Cameroon. Each of these studies was carried out by research teams with differing research methodologies and disciplinary emphases. All, however, examined the socio-economic characteristics of both the farmers and the marketers. The case studies indicate that successful market-related rural development objectives should emphasize equity, access, and rural employment, and that where efficiency goals conflict with those three elements, efficiency must be sacrificed. In short, the strategy to be followed in this project is to improve small-farmer access to marketing services, not to develop the most efficient agricultural marketing system possible.

Host Country and other donors: The project will work closely with the UN Food and Agriculture Organization, the Interamerican Institute for Agricultural Sciences, the Institute for Crop Research in the Semi-Arid Tropics and the Nutrition Institute of Central America. During implementation of the project every effort will be made to obtain joint funding from LDC governments and USAID's to insure high priority of and commitment to the individual sub-projects assisted by this centrally funded project.

Beneficiaries: The primary beneficiaries are the poor of the rural non-metropolitan areas of recipient countries, including small rural producers, landless laborers, and small entrepreneurs who are now penalized by market inequities.

FY 1983 Programs: This project will carry out applied research and provide technical services to LDC governments and USAID's to assist in (1) identifying the range of constraints which inhibit the small farmer from marketing his produce for equitable returns, (2) signaling of marketing strategies, that directly address the equity needs of the small farmer, (3) carrying out in-depth case studies and (4) evaluating the impact of interventions. Information dissemination under the project will include two state of the art papers, a worldwide workshop which will explore comparative problems on the subject of small farmer marketing systems, and distribution of research publications.

Major Outputs (and A.I.D. Unit Cost):

	(\$Thousands)	
	Unit	All Years (Cost)
Project design and development assistance	8	75
State of the art papers	4	15
Short-term consultants	10	90
Workshops and information dissemination	2	20

A.I.D. Financed Inputs:

	FY 1983
Personnel (95 person months)	475
Travel and other costs	125
Total	600

U.S. FINANCING (In thousands of dollars)				Funding Period	Principal Contractors or Agencies
	Obligations	Expenditures	Unliquidated		
Through September 30, 1980	-	-	-		To be determined
Estimated Fiscal Year 1981	40	40	-		
Estimated through September 30, 1981	40	40	-		
Proposed FY 1982	560	560	-	3/82-3/83	
Estimated through Fiscal Year 1982	600	600	-		
Proposed FY 83	600			3/83-3/84	
		Future Year Obligations	Estimated Total Cost		
		1800	3000		

PROGRAM: CENTRALLY FUNDED

ACTIVITY DATA SHEET

PROJECT MANAGER: Clifton Barton/Lou Faoro

TITLE Small Rural Enterprise Development		FUNDS Agriculture, Rural Development and Nutrition	PROPOSED OBLIGATION (In thousands of dollars)		
NUMBER 936-5314		PRIOR REFERENCE	FY 83 500	LIFE OF PROJECT	2,990
GRANT <input checked="" type="checkbox"/>	LOAN <input type="checkbox"/>		INITIAL OBLIGATION FY 82	ESTIMATED FINAL OBLIGATION FY 86	ESTIMATED COMPLETION DATE OF PROJECT FY 87
	NEW <input type="checkbox"/>				
	CONTINUING <input checked="" type="checkbox"/>				

Purpose: To foster the development of small rural enterprises which will provide increased employment and income opportunities for the rural poor.

Background: Off-farm employment generation is increasingly being identified by AID missions and LDC governments as one of the highest priority areas in rural development. This project will continue with the activities begun in FY 1982. It will provide an expanded capability for applied research, diagnostic services and technical assistance relating to small-scale enterprise development. It will continue to bring together research, analytic and operational specialists to (1) assist in the design and implementation of rural enterprise projects (including communal projects); (2) assist with the formulation of policies which stimulate the growth of rural enterprise and (3) assess systematically selected types of project interventions, including activities in areas such as market and product development, rural non-farm finance, and management assistance. This process will involve assessing the performance of past as well as on-going projects. By wedding applied research with a program for designing and implementing experimental projects, this project will seek to develop innovative, cost-effective measures for stimulating rural enterprises and employment. Funding will be provided for initial services. Mission funding would be required for follow-on project development and implementation.

Host Country and Other Donors: Project activities will be directed to LDC's with strong commitments to promoting rural enterprise and employment and would involve collaboration with local organizations, researchers, and consultants.

Beneficiaries: The rural poor working with small scale rural enterprises and community-based enterprises employing and servicing the rural poor.

FY 1983 Program: In depth work will be carried out in six countries. Location of short-term field consulting will be continued to assist missions with project or policy design, implementation and evaluations. Systematic assessments and testing of techniques for rural enterprise development will continue. One international conference in rural enterprise development will be organized.

Major Outputs (and A.I.D. Unit Cost)

	(\$Thousands)	
	All Years	
	Unit	(Cost)
In-depth consulting (countries)	10	(150)
Short-term consulting (PMs)	33	(10)
Regional, country workshops and conferences	4	(25)
Special studies and evaluations	4	(10)
<u>A.I.D. Financed Inputs:</u>		<u>FY 1983</u>
Personnel (6 person years)		280
Travel and other costs		220
Total		500

U.S. FINANCING (In thousands of dollars)				Funding Period	Principal Contractors or Agencies
	Obligations	Expenditures	Unliquidated		
Through September 30, 1980	-	-	-		To be determined
Estimated Fiscal Year 1981	-	-	-		
Estimated through September 30, 1981	-	-	-		
Proposed FY 1982	490	400		10/82 - 10/83	
Estimated through Fiscal Year 1982	490	400	90		
Proposed FY 83	500			10/83 - 10/84	
		<u>Future Year Obligations</u>	<u>Estimated Total Cost</u>		
		2,000	2,990		

PROGRAM: CENTRALLY FUNDED

ACTIVITY DATA SHEET

PROJECT MANAGER: Robert Firestine

TITLE Rural Savings and Credit		FUNDS Agriculture, Rural Development and Nutrition	PROPOSED OBLIGATION (In thousands of dollars)		
NUMBER 936-5315		PRIOR REFERENCE	FY 83 400	LIFE OF PROJECT 1350	
GRANT <input checked="" type="checkbox"/>	LOAN <input type="checkbox"/>		INITIAL OBLIGATION FY 82	ESTIMATED FINAL OBLIGATION FY 85	ESTIMATED COMPLETION DATE OF PROJECT FY 86
NEW <input type="checkbox"/> CONTINUING <input checked="" type="checkbox"/>					

Purpose: To develop more innovative ways of providing appropriate and efficient rural financial services in order to improve productivity, income, and employment opportunities in rural areas.

Background: Rural finance and credit are important elements of many rural development activities currently being carried out in LDCs. Despite the magnitude of these efforts, however, traditional credit programs often do not serve to increase the volume of available rural credit while also assuring the continued financial viability of rural credit institutions. The widespread use of heavy public subsidy for low interest rural loans causes decapitalization of rural financial institutions through repayment delinquency. It also produces high transaction costs for both lenders and borrowers, overly limited availability of credit, and skewed distribution of benefits that works to the detriment of smaller borrowers. This project will address these problems from two perspectives. First, it will seek new ways to increase the supply of rural credit through the mobilization of private savings by rural financial institutions using higher interest rates and active promotion of institutional savings accounts. This rural savings mobilization effort is intended (a) to demonstrate the ability of rural areas to raise private capital for their own investment needs and (b) to identify those rural conditions under which this goal can be most effectively accomplished. Second, the project will attempt to link the mobilization of rural private savings with improved delivery of formal credit to rural borrowers. Ultimately, the enhancement of such savings-and-credit capabilities will help those organizations become financially viable, self-sustaining rural financial institutions. The project will thereby provide training and technical assistance linking improved rural credit delivery with private savings mobilization. As such, new knowledge from field testing must be generated concerning the local and institutional conditions under which such a scheme may be successful. Such learning-by-doing must proceed as a part of the development and testing of organizational savings-and-credit strategies and in conjunction with the improvement of internal operational efficiency of the target institutions.

Host Country: This project will involve cooperation of host-country local and/or intermediate-level financial institutions as well as the support of host-country ministries of finance and agriculture/rural development.

Beneficiaries: Small-scale agricultural and non-farm borrowers who will receive expanded credit availability and improved financial services through the development of more responsive local financial institutions and policies.

FY 1983 Program: Working in conjunction with local financial institutions and A.I.D. country missions, mission projects for technical assistance and training will be developed to support the design and implementation of these projects in two or three countries.

Major Outputs and A.I.D. Unit Cost (EOP):

	Unit	(\$Thousands) (Cost)	Total Cost
In-depth field projects	5	120	600
Short-term technical assistance training (40pm)	20	20	400
Workshops, conference, information dissemination	4	40	160
Special studies and applied research papers	10	4	40
		Total	1,200

A.I.D.-financed Inputs:

	FY 1982
Personnel (60 person months)	300
Travel and other costs	100
	400

U.S. FINANCING (In thousands of dollars)				Funding Period	Principal Contractors or Agencies
	Obligations	Expenditures	Unliquidated		
Through September 30, 1980	-	-	-		To be determined
Estimated Fiscal Year 1981	-	-	-		
Estimated through September 30, 1981	-	-	-		
Proposed FY 1982	300	150	150	10/82-9/83	
Estimated through Fiscal Year 1982	300	150			
Proposed FY 83	400	Future Year Obligations	Estimated Total Cost	9/83-10/84	
		650	1350		

TITLE Food Security Management		FUNDS Agriculture, Rural Development, Nutrition; Education and Human Resources	PROPOSED OBLIGATION (In thousands of dollars)		
NUMBER 936-5316 GRANT <input checked="" type="checkbox"/> LOAN <input type="checkbox"/>		NEW <input type="checkbox"/> CONTINUING <input checked="" type="checkbox"/>	PRIOR REFERENCE	INITIAL OBLIGATION FY 80	ESTIMATED FINAL OBLIGATION FY 86
			LIFE OF PROJECT 1252		ESTIMATED COMPLETION DATE OF PROJECT FY 87

Purpose: To enhance the ability of developing nations to insure adequate supplies of basic food staples at affordable prices.

Background: The spectre of hunger sits on the horizon for most developing nations. The conflict between population growth and food production continues with no short-term relief in sight. Export earnings are diverted to cover increased costs of oil imports leaving small balances for ordinary or extra-ordinary food imports. The World Food Conference and the President's Commission on Hunger have underscored the need for international cooperation to avert wide-spread famine. These international activities require parallel action with national boundaries. The efficacy of an international food reserve system, for example, will be derived from domestic capabilities for efficient food management. This has importance beyond disaster avoidance. Efficient food distributions, tuned to social as well as economic needs, is an integral component of any development program. Food staples are not only basic to national diets but also are the primary source of income for millions of small farmers. Integrating these considerations into the management of food systems is an important challenge. In this context this project will address two primary targets. First, improvement of management of publicly held food reserves and, second, increasing the effectiveness of interaction between public institutions and private bodies or cooperative agents involved in food production and distribution.

Management of publicly held food reserves can be divided into two general areas. There are technical issues common to private or public management of food stocks such as storage procedures, efficient cleaning and grading operations, and timely movement to points of sale. Other issues are unique to public sector operations and attempt to insure the maximum public benefit. Such operations often run counter to private interests. Examples include procurement and release of stocks in anticipation of shortages, and distribution of stocks to areas where effective demand is low. These types of actions require management guidelines which embody economic efficiency as well as social efficiency.

Additionally, food reserves under public management represents a minority portion of the total food supply in developing nations. Individuals and private institutions, such as cooperatives, handle the bulk of food transfers. The interaction between public and private bodies is not productive, in most of the developing world. Private traders and producer organizations are viewed by public officials as consistently acting contrary to the public good. Public bodies, it is countered, place unreasonable

demands on private parties and constrain the productive machinery in private hands. Unfortunately, the level of discussion remains at this level of generality and little effort has been made to define areas where inherent conflicts can be minimized.

The project will provide technical assistance to missions in developing nations directed towards improving the management of publicly held food reserves. Assisting managers, operational systems will be designed and implemented to improve the quality of food stocks, reduce the cost of holding food reserves, and encourage private initiative in food production and marketing.

Host Country and Other Donors: Inputs will be provided under this project only as complements to on-going activities by host countries. In some cases, other donor funded programs could be involved as well.

Beneficiaries: Benefits from an efficient food security system fall to many groups in a society: the poor to the extent that food prices are stable and reduced; farmers' income is stabilized; disaster victims are assured adequate basic diets times of stress.

FY 1983 Program: Six or seven preliminary visits and discussions with developing institutions which will lead to two or three in-depth country agreements during the first year of the project.

Major Outputs (and A.I.D. unit cost):

	(\$Thousands)	
	Unit	All Years (Cost)
In-depth country collaboration	5	(100)
Short-term consulting	20	(10)
Paper on Food Security Management	5	(5)
Workshops and information dissemination	4	(50)

A.I.D. Financed Inputs

	FY 1983
Personnel (48 person months)	225
Other costs	75
Total	300

U.S. FINANCING (In thousands of dollars)				Funding Period	Principal Contractors or Agencies
	Obligations	Expenditures	Unliquidated		
Through September 30, 1980	52	42	10		Gotch Associates and other To be determined
Estimated Fiscal Year 1981	-	10		FY 81	
Estimated through September 30, 1981	52	52	-		
Proposed FY 1982	100	100		FY 82	
Estimated through Fiscal Year 1982	152	152			
Proposed FY 83	300				
		Future Year Obligations	Estimated Total Cost	12/82-1/83 FY 83	
		800	1,252		

PROGRAM: CENTRALLY FUNDED

ACTIVITY DATA SHEET

PROJECT MANAGER: Jim Lowenthal/Kenneth Kornher

TITLE Management Training and Development		FUNDS Education and Human Resources	PROPOSED OBLIGATION (In thousands of dollars)		
			FY 83 600	LIFE OF PROJECT 3,600	
NUMBER .36-5317	NEW <input checked="" type="checkbox"/>	PRIOR REFERENCE	INITIAL OBLIGATION FY 83	ESTIMATED FINAL OBLIGATION FY 87	ESTIMATED COMPLETION DATE OF PROJECT FY 88
GRANT <input checked="" type="checkbox"/> LOAN <input type="checkbox"/>	CONTINUING <input type="checkbox"/>				

Purpose: To improve the quality of management and administrative support which is required to assure effective and cost-efficient service delivery and investment for rural people.

Background: Throughout the developing world, there has been increasing recognition of the importance of good management in assuring the timely and economical delivery of services to the rural poor. What appear to be well-designed institutions or systems fail to address effectively basic human and investment needs because of the pervasive lack of well-trained managers and administrators. AID was among the first international donor agencies to respond to the human resource management gap with pioneering efforts in training rural development project management personnel.

By and large, however, the level of resources allocated to this area will be inadequate to satisfy both the nature and the scope of demand in the middle and late 1980s. First, DS/RAD's Project Management Effectiveness project, whose response capability has already been augmented in 1979, will phase out in FY 1983. Second, the level of demand from field missions for management training applications outstrips that project's expanded core capability. Finally, a decade of experience in this area has passed without the development of a broad based integrated approach to management consulting, training and applied research for rural sector service delivery.

This project proposes to address the needs for rapidly responding to a wide range of requests for short-term management training and development by establishing a network of experienced consultants and trainers available to missions on a cost basis. The consultants and trainers will possess skilled development expertise in interpersonal relations, decision-making, scheduling and coordinating resource flows, financial analysis information and control systems, and managing organizational interfaces. While these trainers will be capable of organizing independent training activities in LDC contexts, they will work predominantly with host-country trainers and institutions to promote the development of local capability. The core consultants and trainers determine the appropriate strategy of management development, or evaluate the impact of on-going management training activities. It is anticipated that a minimum of 8-10 short-term missions will be conducted each year.

Funds provided by this project will be used in large part to manage a network of consultants whose services will be paid for by interested missions. It is anticipated, however, that the project manager will have to make four to five trips each year to missions to discuss the nature of the assistance which is

to be provided or to oversee the quality of services performed by the network consultants. In addition, applied research will document lessons of field experience in implementation, financial accountability, and training consulting methods as applied by agricultural/rural development institutions.

Host Country and Other Donors: Because the needs are so great in this area, there is little concern for duplicating the efforts of other donors. The project will continue however to identify and catalogue the contributions of both host country and donor organizations to achieve complementarities of effort wherever possible.

Beneficiaries: The direct beneficiaries of this project are the managers and administrative officials who receive management training or other assistance. The ultimate beneficiaries are the rural poor who receive production-oriented and social services in a timely and cost-efficient manner.

FY 1983 Program: Four to five consultancy assignments in developing countries will lead to establishment of in-country training capability by the end of the project.

Major Outputs (and A.I.D. Unit Costs):

	(\$Thousands)	
	Unit	All Years (Cost)
Short-term consulting mission	40	(50)
Network Development	1	(100)
Applied Research Monographs	4	(50)
Methodology workshop	3	(50)
Training materials	4	(30)
A.I.D. Financed Inputs		
Personnel (120 person months)		<u>500</u>
Travel, per diem and other costs		<u>100</u>
		600

U.S. FINANCING (In thousands of dollars)				Funding Period	Principal Contractors or Agencies
	Obligations	Expenditures	Unliquidated		
Through September 30, 1980	-				U.S. Dept. of Agriculture Development Project Management Center Others to be determined
Estimated Fiscal Year 1981	-				
Estimated through September 30, 1981	-				
Proposed FY 1982	-				
Estimated through Fiscal Year 1982	-				
Proposed FY 83	600				
		Future Year Obligations	Estimated Total Cost	10/82-9/83	
		3,000	3,600		

TITLE Employment for Women			FUNDS Selected Development Activities		PROPOSED OBLIGATION (In thousands of dollars)		
NUMBER 936-5319			PRIOR REFERENCE		FY 83 350	LIFE OF PROJECT 2.092	
GRANT <input checked="" type="checkbox"/>	LOAN <input type="checkbox"/>	NEW <input type="checkbox"/>			ESTIMATED FINAL OBLIGATION FY 80	ESTIMATED FINAL OBLIGATION FY 86	ESTIMATED COMPLETION DATE OF PROJECT FY 87
		CONTINUING <input checked="" type="checkbox"/>					

Purpose: To develop and test methodologies leading to generation of employment for women in LDCs.

Background: Experience and research have provided ample proof that many institutionalized impediments exist which restrict the progress of women in obtaining productive employment. Cultural patterns, religious restraints, social norms, and lack of political commitment to change these things all contribute to this reality. While some progress is being made it is very slow. Because the problem is so closely tied to social and cultural dispositions, it is very complex. Therefore, there has been an understandable tendency to produce reports, studies and analysis of the problem in LDCs through various women in development-type programs. There has been much less done about how to address the problem in practical "creating jobs" terms. This project will emphasize the latter, i.e., the development and practical testing of methods and approaches to employment generation for women. The overall impact of the project will be to assist bringing into being new enterprises or expanding existing enterprises which benefit women specifically by employing them as workers and/or managers.

Research, technical assistance, and grant funds will be utilized to accomplish this. Program grants will be available for PVOs, U.N. organizations and other non-profit entities in LDCs to support programs leading directly to employment/income generation for women. Technical assistance will be available to support these grant activities as well as separate project activities having direct employment-generation objectives. Grants and technical assistance will be carefully coordinated with USAIDs in the target LDCs. Research will be employed to identify and/or develop mechanisms having high success potential for meeting the projects objectives. Projects utilizing these mechanisms are those to which technical assistance and grant fund resources will be allocated. Other criteria for selecting projects to support will be: (1) that these AID grants or technical assistance serve as a catalyst to carry out a project already initiated, and (2) that there is agreement to evaluate the project at a specific time in terms of employment generated for women. As an experimental effort, research will be employed to identify technical assistance which can assist the development of enterprises managed by

institutions and indigenous researchers and consultants will be utilized for training as needed. Indigenous researchers and consultants will also be utilized in project implementation and will be further trained in the process. Local financial institutions are likely to be involved in those projects aiming at developing women-managed enterprises.

Beneficiaries: Planned beneficiaries of this activity are unemployed and underemployed women -- particularly access to productive employment in LDCs.

FY 1983 Program: Grant activities will take place in 6-8 countries; supporting TA will be provided in 10 countries and one enterprise will be identified and planned. Research activities will be a component of each of those efforts.

<u>Major Outputs:</u>	(\$Thousands)	
	<u>Unit</u>	<u>All Years</u>
Technical Assistance		
Consulting (countries)	10	(15)
Grants	6-8	(150)
Research -- studies, analysis	5-8	(25)
In-depth consulting (countries)	2	(50)

AID Financed Inputs:

Personnel (48 person months)	195
Travel and Other Costs	30
Grants	125
Total	350

* Amounts funded under OLAB prior to FY 81 and in FY 82 to be determined. Data Sheet will be revised to reflect OLAB funds and progress to date.
** \$360,000 of Education funds to be transferred.

U.S. FINANCING (In thousands of dollars)				Funding Period	Principal Contractors or Agencies
	Obligations	Expenditures	Unliquidated		
Through September 30, 1980	542*	13	529		International Center for Research on Women; Interamerican Commission on Women (OAS)*; Rural-Urban Development Program (OAS)*; Overseas Education Fund*; African-American Labor Center*; Economic Commission for Africa* others to be determined
Estimated Fiscal Year 1981	-	429			
Estimated through September 30, 1981	542	442	100		
Proposed FY 1982	- **	100			
Estimated through Fiscal Year 1982	542	542	-		
Proposed FY 83	350	Future Year Obligations	Estimated Total Cost	10/83-10/84	
		1,200	2,092		

PROGRAM: Centrally Funded

ACTIVITY DATA SHEET

PROJECT MANAGER: Jonu Harbeson

TITLE Local Management of Natural Resources		FUNDS Agriculture, Rural Development and Nutrition	PROPOSED OBLIGATION (In thousands of dollars) FY 83 300		LIFE OF PROJECT 2600
NUMBER 936-5321	NEW <input checked="" type="checkbox"/>	PRIOR REFERENCE None	INITIAL OBLIGATION FY 83	ESTIMATED FINAL OBLIGATION FY 86	ESTIMATED COMPLETION DATE OF PROJECT FY 87
GRANT <input checked="" type="checkbox"/>	LOAN <input type="checkbox"/>	CONTINUING <input type="checkbox"/>			

Purpose: To promote increased income and well-being of rural poor through improved local management of natural resources.

Background: LDCs are faced with increasing degradation of the environment which is adding to the already considerable burden of the rural poor in those countries. Water, soil conservation forests and other natural resources are being missused. Management of these resources is considered a clear constraint on future possibilities for gains in rural productivity. Government agencies in many LDC's are beginning to recognize the limits of what they can accomplish. There is a need to develop programs of collaboration in which government agencies provide funds and needed technical skills while local villages and communities assume more managerial responsibility and greater participation in the efforts.

This project proposes to assist LDCs by providing technical assistance on how village capacities for self regulation and mangement of natural resources can best be mobilized. The project will apply the general lessons of a previous Cornell Rural Development Participation Project and earlier research by Cornell and by the School of Forestry and Environment Studies at Yale on problems of community water and community forestry development respectively.

Host Country and Other Donors: The project will collaborate with host country government institutions and their delivery systems so as to insure their efforts contribute effectively to local community and village organizations managing natural resource efforts.

Beneficiaries: Improvements in greater participation and local management of natural resources should lead to an increase in the resource productivity and improved distribution of the benefits from using the natural resources for small farmers and entrepreneurs.

FY 1983 Program: The FY 1983 program will focus on ways in which local organizations can be employed to manage effectively natural resource endowments. In-depth work will be carried out in six countries that will create the technical and organizational bases to improve local resource management. Short term consulting will assist missions with project designs or evaluations. A workshop reviewing key factors in the success of natural resource projects will be conducted.

Major Outputs

	Unit	All Years (Cost \$ Thousand)
In-depth consulting (countries)	6	(200)
Short term	16	(25)
Workshops/Papers	4	(50)
Consultant Network	1	(50)
<u>A.I.D. Financed Input</u>		
Personnel(48 person months)		200
Travel and Other Costs		100
Total		300

U.S. FINANCING (In thousands of dollars)				Funding Period	Principal Contractors or Agencies
	Obligations	Expenditures	Unliquidated		
Through September 30, 1980	-	-	-		To be determined
Estimated Fiscal Year 1981	-	-	-		
Estimated through September 30, 1981	-	-	-		
Proposed FY 1982	-	-	-		
Estimated through Fiscal Year 1982	-	-	-		
Proposed FY 83	300	Future Year Obligations	Estimated Total Cost	10/82-10/83	
		2300	2600		

TITLE Rural Development PVO Management		FUNDS Selected Development Activities	PROPOSED OBLIGATION (In thousands of dollars)		
NUMBER 936-5322		PRIOR REFERENCE	FY 83	LIFE OF PROJECT	900
GRANT <input checked="" type="checkbox"/>	LOAN <input type="checkbox"/>		INITIAL OBLIGATION FY 84	ESTIMATED FINAL OBLIGATION FY 85	ESTIMATED COMPLETION DATE OF PROJECT FY 86
NEW <input checked="" type="checkbox"/>					
CONTINUING <input type="checkbox"/>					

Purpose: (1) To strengthen the analytic and management capabilities of LDC (less developed countries) voluntary rural development organizations and (2) to promote greater understanding by rural development practitioners and analysts of methods for effective self-help resource mobilization, and management of community organizations.

Background: Rural societies need strong non-government alternatives for accomplishing rural development tasks because of the options to over centralized governments they provide, the often better use they can make of local resources through participation and the positive influence they can have on government programs themselves, through articulation of demand and informal monitoring.

AID looks for ways to strengthen these initiatives and offers LDC private and voluntary organizations (PVO) technical and financial support both directly, and indirectly through grants to US PVOs. The management task is great for LDC PVOs working with limited and sometimes intermittent resources and for those US PVOs which are rapidly extending their international work. Also, both US PVOs and USAID missions must cope with difficult issues which relate to methods of effective support for voluntary initiatives which are not detrimental to the essential self direction and responsibility of the group supported. These need to be better understood and comparative methodology examined.

The project will be coordinated closely with AID's PVC office and with regional bureaus and missions. The project is planned in two phases, the second to be built upon decisions and knowledge gained in the first. The initial phase will focus on collection and analysis of (1) PVO analytic and management needs and practices in their rural development program; and (2) analysis of methodology used by PVOs to provide rural services and promote rural development initiatives. The project will promote a collaborative analytical process by rural development scholars and PVO practitioners. Syntheses of these analyses will be prepared. (The relevant US PVO groups employ among them a wide spectrum of approaches and methods of operation. While each holds uniquely valuable knowledge and concepts and rich experience, a comparative analysis of methodology would be mutually beneficial to both PVO and government practitioners and further the understanding of the development community as a whole. Also, this process would help US PVOs identify the stress in their programming management capabilities, resource use and strategies for mobilization and use of appropriate technology, and to assess their resource needs and their need for

access to technical information in relation to that currently available to them. This would permit planning for new management and technical resources support to PVOs through this project if this is indicated by Phase I analysis. Such work, if undertaken, would be for the second phase of this project and might involve short term analytic skills management and technical training together with field consultancies.

Beneficiaries: Ultimate beneficiaries are LDC rural citizens who benefit from the work of PVOs.

Host Country and Other Donors: The project is intended to develop more systematic knowledge of PVO rural development assistance methods and to help to make more effective the contribution of time, money and effort of LDC voluntary organizations. During Phase One, liaison with international donor agencies with US PVOs and with one or two host country PVOs is anticipated. Phase two would require a careful coordination of resources of DS/RAD, PVC, US PVOs and host country PVOs.

FY 1983 Program: The first year project activity (Phase I), will revolve around structured seminars with US PVO, university and donor agency personnel, preceded and followed by analytical work. Principals and methods will be examined in at least one LDC in collaboration with similar personnel from that host country. Findings of this action research and analysis will be documented in a form useful for practitioners.

Major Outputs (and A.I.D. unit cost):

	(\$Thousands)	
	Unit	All Years (Cost)
Phase I:		
Methodology workshops	2	(30)
Methodology papers	2	(15)
Field seminars/methodology reviews	2	(20)
Phase II:		
Training courses	8	(25)
Field consultancies, training	6	(10)
Training materials	6	(5)

U.S. FINANCING (In thousands of dollars)				Funding Period	Principal Contractors or Agencies
	Obligations	Expenditures	Unliquidated		
Through September 30, 1980	--	--	--		To be determined
Estimated Fiscal Year 1981	--	--	--		
Estimated through September 30, 1981	--	--	--		
Proposed FY 1982	--	--	--		
Estimated through Fiscal Year 1982	--	--	--		
Proposed FY 83	--	Future Year Obligations	Estimated Total Cost		
		900	900		

TITLE Small Enterprise Market Development		FUNDS Agriculture, Rural Development and Nutrition	PROPOSED OBLIGATION (In thousands of dollars)		
NUMBER 936-5324		PRIOR REFERENCE	FY 83 -	LIFE OF PROJECT 1,950	
GRANT <input type="checkbox"/>	LOAN <input type="checkbox"/>	None	INITIAL OBLIGATION FY 84	ESTIMATED FINAL OBLIGATION FY 87	ESTIMATED COMPLETION DATE OF PROJECT FY 88
NEW <input checked="" type="checkbox"/>					
CONTINUING <input type="checkbox"/>					

Purpose: To stimulate the growth of rural employment opportunities through support to small rural enterprises for identification and development of external marketing opportunities.

Background: In many rural areas of LDCs, the growth of both non-farm employment opportunities and opportunities for commercial agricultural production is frequently constrained by inadequate or slowly growing local demand. These external sources of demand can be extremely important for many producers of manufactured goods or processed agricultural products and can help to sustain business operations that provide important income and employment opportunities for rural producers. Because of the linkages of these business enterprises to agriculture, their growth can be important in stimulating the demand for agricultural production and can provide important indirect stimulation to the agricultural sector.

This project will provide specialized applied research and consulting assistance to LDC institutions and firms in identifying new market opportunities in both domestic and selected export markets, assistance in analyzing present supply constraints and capabilities, and technical assistance to upgrade production technologies or designs to meet the requirements of external markets. The project will review alternative approaches to market development assistance for small enterprises and will assist in developing and testing innovative or promising approaches in selected field situations. The objective will be to develop cost effective methods for assisting rural and small enterprises in selected product lines and selected geographical areas. The emphasis will be on activities that work through private sector firms and associations. The project will focus on approaches that require only initial subsidies or incentives and which can be sustained on a commercially viable basis by private firms without continued infusions of outside funding.

Host Country and Other Donors: Project activities will involve establishing direct links between local LDC firms and associations and enterprises operating in external markets, including U.S. firms. These efforts will be coordinated with existing market development activities supported by LDC governments and international organizations such as the International Trade Center of the United Nations.

Beneficiaries: Small entrepreneurs, their employees, and other rural producers who gain access to broader market opportunities.

FY 1983 Program: An in-depth assessment of past and current market development assistance programs for small enterprises will be carried out. One workshop will be held to review preliminary findings. Pilot projects to test innovative methods of providing market development assistance to small firms will be initiated in three countries.

Major Outputs (and A.I.D. Unit Cost):

	All Years	
	(\$Thousands)	
	Unit	Cost
In depth consulting (countries)	8	(200)
Short-term consulting (pms)	20	(10)
Regional, country workshops and conferences	2	(25)
Special studies and assessments	4	(25)

U.S. FINANCING (In thousands of dollars)				Funding Period	Principal Contractors or Agencies
	Obligations	Expenditures	Unliquidated		
Through September 30, 1980					To be determined
Estimated Fiscal Year 1981					
Estimated through September 30, 1981					
Proposed FY 1982					
Estimated through Fiscal Year 1982					
Proposed FY 83	-				
		Future Year Obligations	Estimated Total Cost		
		1950	1950		

CONTRACTOR/GRANT
FIELD SUPPORT
(\$000)

Project	FY 1981			FY 1982			Minimum			FY 1983			Proposed		
	Total Cost	Field Support	Field Support PMs	Total Cost	Field Support	Field Support PMs	Total Cost	Field Support	Field Support PMs	Total Cost	Field Support	Field Support PMs	Total Cost	Field Support	Field Support PMs
	(Dollars)			(Dollars)			(Dollars)			(Dollars)			(Dollars)		
0096-Project Mgt.	-	-	-	200	120	24	-	-	-	-	-	-	-	-	-
1053-Decentralization	350	234	52	600	402	89	600	402	89	600	402	89	600	402	89
1096-Field Service & Prg. Support	305	150	36	600	300	72	450	225	54	450	225	54	450	225	54
1153-Area Development	645	387	90	600	360	72	600	360	72	600	360	72	600	360	72
1137-Participation	225	135	30	250	150	33	-	-	-	-	-	-	-	-	-
1169-Rural Financial Mkts.	530	371	74	-	-	-	-	-	-	-	-	-	-	-	-
1190-Alt. RD Strategies	200	144	29	-	-	-	-	-	-	350	252	51	350	252	51
1191- Off-farm	136	111	28	-	-	-	-	-	-	-	-	-	-	-	-
5300-IRD	500	200	40	40	30	6	-	-	-	200	120	24	200	120	24
5301-Access	500	310	71	550	341	78	600	372	85	600	372	85	600	372	85
5303-Local Rev.	669	495	69	550	407	57	600	444	62	600	444	62	600	444	62
5308-Targeting	-	-	-	100	-	-	-	-	-	-	-	-	-	-	-
Income Opportunities															
5313-Small Farmer Marketing	40	24	5	560	336	67	600	360	72	600	360	72	600	360	72
5314-Small Rural Enterprise	-	-	-	490	343	69	500	350	70	500	350	70	500	350	70
5315-Rural Savings and Credit	-	-	-	300	180	36	-	-	-	-	-	-	400	240	48
5319-Employment for Women	-	-	-	-	-	-	-	-	-	-	-	-	350	210	42
5321-Local Mgt. of Nat. Res.	-	-	-	-	-	-	300	180	36	300	180	36	300	180	36
5316-Food Security	-	-	-	100	60	12	-	-	-	300	180	36	300	180	36
5317-Mgt. Training	-	-	-	-	-	-	-	-	-	600	360	72	600	360	72
Totals	4100	2561	524	4940	3629	615	4250	2693	640	5700	3605	723	4450	4055	813

40-

COUNTRY ACTIVITY REPORT
 BY GEOGRAPHIC AREA - FY 81 THRU 83

05/21/81

PROJECT SERVICES AT MISSION OR BUREAU REQUEST

PROJECT	TITLE	FY 1981					FY 1982					FY 1983				
		STA TUS	AMT (\$000)	STAF IDYS	#OF PTP	#OF	STA TUS	AMT (\$000)	STAF IDYS	#OF PTP	#OF	STA TUS	AMT (\$000)	STAF IDYS	#OF PTP	#OF
	DS/RAD															
	TRAINING OF TRAINERS IN MANAGEMENT															
	926-0055. A															
	PROJECT MANAGEMENT EFFECTIVENESS															
	931-0096.															
	APPRAISAL OF HEALTH MANAGEMENT SYSTEMS															
	931-1016.03															
	MANAGING DECENTRALIZATION (FN)															
	931-1053.															
	FIELD SERVICES AND PROGRAM SUPPORT															
	931-1096.01															
	AREA DEVELOPMENT															
	931-1135.															
	PARTICIPATION_RURAL DEVELOPMENT															
	931-1137.															
	RURAL FINANCIAL MARKETS															
	931-1169.															
	ALTERNATIVE RURAL DEVELOPMENT STRATEGIES															
	931-1190.															
	SEEU: OFF-FARM EMPLOYMENT															
	931-1191.															
	RURAL MARKETING - PROJECT DEVELOPMENT															
	931-1192.															
	ADMINISTRATION & ORGANIZATION OF IRD															
	936-5300.															
	ACCESS TO LAND, WATER, NATURAL RESOURCES															
	936-5301.															
	LOCAL REVENUE ADMINISTRATION															
	936-5303.															
	MANAGING FOR BENEFITS TO THE POOR															
	936-5308.02															
	SMALL FARMER MARKET ACCESS															
	936-5313.															
	SEEU: SMALL RURAL ENTERPRISE DEVELOPMENT															
	936-5314. A															
	RURAL SAVINGS AND CREDIT															
	936-5315. A															
	FOOD SECURITY MANAGEMENT															
	936-5316. A															
	MANAGEMENT TRAINING AND DEVELOPMENT															
	936-5317. A															
	EMPLOYMENT FOR WOMEN															
	936-5319. A															
	LOCAL MANAGEMENT OF NATURAL RESOURCES															
	936-5321. A															

A - ACTIVE B - PENDING MISSION APPROVAL

OBLIGATIONS FOR
DS/RAD, MISSION AND REGIONAL BUREAU JOINTLY FUNDED
AND MANAGED PROJECTS

	FY 1980		FY 1981		Total (Since FY 1977)	
	DS/RAD (\$Thousands)	Mission (\$Thousands)	DS/RAD (\$Thousands)	Mission (\$Thousands)	DS/RAD (\$Thousands)	Mission (\$Thousands)
Syracuse (LRAP)	-	\$40 Philippines \$40 Bolivia	\$669	\$780* Peru \$280* U.Volta	\$1665	\$1110 40%
Cornell (Participation)	\$890	\$32 Egypt \$249 Yemen \$ 17 Egypt	\$225	\$149 Sri Lanka \$ 19 Botswana \$118 Tunisia	\$2222	\$584 ¹ 26%
Wisconsin (Access)	-	\$33 Nicaragua	\$500	\$300 Nicaragua \$ 43 Mauritania \$150 Nicaragua \$ 18 Botswana \$ 80*Ecuador \$ 37*Honduras	\$1500	\$643 30%
MSU (Strategies)	\$293	\$356 Cameroon \$ 33 Bolivia	\$200*	\$51 Zambia \$19 Cameroon \$ 6*Zimbabwe \$17*Honduras \$45*Somalia \$11*Senegal	\$1202	\$538 31%
Berkeley (Decentralization) -		\$7 Ghana \$18 PPC \$10 Kenya	\$350	\$11 Philippines \$ 9 Egypt \$65**Kenya \$25*Nicaragua	\$1687	\$145 8%
DAI (IRD)	\$500	\$41 Nepal	\$500*	\$6*Jamaica \$35*Philippines \$13 Egypt + 12*+20 tbd \$18*Ecuador \$50 tbd Pakistan	\$1813	\$433 15%

	FY 1980		FY 1981		Total (Since FY 1977)	
	DS/RAD (\$Thousands)	Mission	DS/RAD (\$Thousands)	Mission	DS/RAD (\$Thousands)	Mission
				\$71* Panama \$25 tbd Liberia \$50 Botswana \$25*Sudan 22 tbd Malawi \$20 Indonesia \$25 tbd Niger		
MSU (Off-farm)	\$470		\$136*	\$670 Egypt	\$1675	\$670 ² 29%
OSU (Financial Markets)	-	\$38 Bolivia \$35 Bolivia \$17 Peru	\$530	- \$ 30*Bolivia \$240*Honduras	\$2080	\$360 ³ 15%
Wisconsin (Area)	-	-	\$645*	-	\$1794	\$1414 44%
USDA (DPMC/Prj. Mgmt.)	\$124	\$45 Egypt Pounds \$120 Egypt \$2 Guatemala \$ 13 Egypt	-	\$46*Cape Verde \$ 8*Sahel	\$476	\$234 33%
NASPAA (Prj. Mgmt.)	\$250	-	-	\$5 Ecuador \$4*Africa Reg. \$26*Tunisia	\$425	\$35 8%
USDA (OICD/Field Services)	\$476	\$8 Asia Bureau \$25 Bolivia \$5 Thailand \$7 Nepal \$32 El Salvador	-	-	\$1742	\$77 4%

	FY 1980		FY 1981		Total (Since FY 1977)	
	DS/RAD (\$Thousands)	Mission	DS/RAD (\$Thousands)	Mission	DS/RAD (\$Thousands)	Mission
AUPHA (Health Mgmt.)	\$75	\$5 Mali	-	\$63 Jordan	\$943	\$79
DS/HEA	100	\$1 Somalia		\$ 8 Ecuador		<u>8%</u>
				\$ 2*Ecuador		
Other:						
FP and PS	\$100	-	\$305*	-	\$405	-
Marketing	\$ 50	-	\$ 40	-	\$165	-
Fin. Mgt.	\$ 94	-			\$ 94	
Managing Benefits	\$103				\$103	
Food Security	\$ 53				\$ 53	
RD and Fertility					\$358	
LTC					\$838	
Local Action					\$ 30	
Methodologies					\$718	
Human Settlements					\$147	
DA Analysis	-				\$643	
Managing Planned Agric.	-	66 Egypt (pounds)				
		302 Egypt			\$810	368
Other?	\$72	-			\$785	
Alt. Org.					\$315	
Project Mgmt. (not covered)					\$446	
TOTAL	\$3560	\$1597	\$4100	\$3727	\$25134	6690
		31%		48%		<u>21%</u>

*CA Amendment to be signed this FY obligating funds.

**Direct mission payment mentioned in CA but not obligated under.

1. Mission local cost sharing not obligated under CA estimated to be: Cost Rica = 19, Tanzania =?, Others ?

2. Local costs not part of CA estimated to be Bangladesh = 600, Jamaica = 142, Thailand = 500, Honduras = 300, Haiti = 100.

3. Local costs not part of CA estimated to be Thailand = 200, Jamaica = 125.