

I. PROJECT IDENTIFICATION

1. PROJECT TITLE: **Development Program Grant for the Cooperative League of the USA (CLUSA)**

APPENDIX ATTACHED: YES NO

2. PROJECT NO. (M.O. 105A.2): **932-13-950-060**

3. RECIPIENT (specify): COUNTRY **Worldwide** REGIONAL INTERREGIONAL

4. LIFE OF PROJECT: BEGINS FY **75** ENDS FY **77**

5. SUBMISSION: ORIGINAL REV. NO. **1** DATE _____

CONTR./PASA NO. _____

II. FUNDING (\$000) AND MAN MONTHS (MM) REQUIREMENTS

A FUNDING BY FISCAL YEAR	B. TOTAL \$	C. PERSONNEL		D. PARTICIPANTS		E. COMMOD- ITIES \$	F. OTHER COSTS \$	G. PASA/CONTR.		H. LOCAL EXCHANGE CURRENCY RATE: \$ US _____ (U.S. OWNED)		
		(1) \$	(2) MM	(1) \$	(2) MM			(1) \$	(2) MM	(1) U.S. GRANT LOAN	(2) COOP COUNTRY (A) JOINT (B) BUDGET	
1. PRIOR THRU ACTUAL FY												
2. OPRN FY 75	218	107					111					
3. BUDGET FY 76	80	39					41					
4. BUDGET +1 FY 77	338	162					176					
5. BUDGET +2 FY 77	321	155					166					
6. BUDGET +3 FY												
7. ALL SUBJ. FY												
8. GRAND TOTAL	957	463					494					

9. OTHER DONOR CONTRIBUTIONS

(A) NAME OF DONOR	(B) KIND OF GOODS/SERVICES	(C) AMOUNT
N/A	N/A	N/A

III. ORIGINATING OFFICE CLEARANCE

1. DRAFTER: **L.P. Tanner / M.D. Kohan, PHA/PVC/OPNS** TITLE: **Project Manager PHA/PVC** DATE: _____

2. CLEARANCE OFFICER: **Cleo F. Shook, PHA/PVC/OPNS** TITLE: **Director, Operations Div.** DATE: _____

IV. PROJECT AUTHORIZATION

1. CONDITIONS OF APPROVAL:

PHA/PROG, C. D. McMakin
 DAA/PHA, A. Furman

2. CLEARANCES

BUR'OFF.	SIGNATURE	DATE	BUR'OFF.	SIGNATURE	DATE
PHA/PVC	John A. Ulinski	7/14/76	AFR/DP	Dwight Wilson	7/14/76
PPC/DPR	Arthur Handly	7/14/76	EA/TD	Edward Marks	7/14/76
NESA/TECH	David Steinberg	7/14/76	LA/MRSD	William Luken	7/14/76

3. APPROVAL (AS OR BY OFFICE DIRECTORS):
 SIGNATURE: **Fred O. Pinkham** DATE: **7/12/76** TITLE: **AA/PHA**

4. APPROVAL (AID) (See M.O. 105A.1 VI C):
 SIGNATURE: _____ DATE: _____ TITLE: _____

I. PROJECT IDENTIFICATION

1. PROJECT TITLE DEVELOPMENT PROGRAM GRANT FOR COOPERATIVE LEAGUE OF THE U.S.A. (CLUSA)		APPENDIX ATTACHED <input type="checkbox"/> YES <input type="checkbox"/> NO
3. RECIPIENT (specify) <input type="checkbox"/> COUNTRY <u>WORLDWIDE</u> <input type="checkbox"/> REGIONAL _____ <input type="checkbox"/> INTERREGIONAL _____		2. PROJECT NO. (M.O. 1095.2)
4. LIFE OF PROJECT BEGINS FY <u>75</u> ENDS FY <u>77</u>		5. SUBMISSION <input type="checkbox"/> ORIGINAL _____ DATE _____ <input type="checkbox"/> REV. NO. _____ DATE _____ CONTR./PASA NO. _____

II. FUNDING (\$000) AND MAN MONTHS (MM) REQUIREMENTS

A FUNDING BY FISCAL YEAR	B. TOTAL \$	C. PERSONNEL		D. PARTICIPANTS		E. COMMODITIES \$	F. OTHER COSTS \$	G. PASA/CONTR.		H. LOCAL EXCHANGE CURRENCY RATE: \$ US (U.S. OWNED)		
		(1) \$	(2) MM	(1) \$	(2) MM			(1) \$	(2) MM	(1) U.S. GRANT LOAN	(2) COOP COUNTRY (A) JOINT (B) BUDGET	
1. PRIOR THRU ACTUAL FY												
2. OPRN FY <u>75</u>	218	107				111						
3. BUDGET FY <u>76</u>	260	143				117						
4. BUDGET 11 FY <u>77</u>	265	147				118						
5. BUDGET 12 FY												
6. BUDGET 13 FY												
7. ALL SUBJ. FY												
8. GRAND TOTAL	743	397				346						

9. OTHER DONOR CONTRIBUTIONS		
(A) NAME OF DONOR N/A	(B) KIND OF GOODS/SERVICES N/A	(C) AMOUNT N/A

III. ORIGINATING OFFICE CLEARANCE

1. DRAFTER M. D. Kohan/M. Rohla	TITLE Project Manager PHA/PVC	DATE
2. CLEARANCE OFFICER Cleo F. Shook	TITLE Associate Director, PHA/PVC	DATE

IV. PROJECT AUTHORIZATION

1. CONDITIONS OF APPROVAL

2. CLEARANCES					
BUR OFF.	SIGNATURE	DATE	BUR OFF.	SIGNATURE	DATE
PHA/PVC	J. A. Ulinski, Jr.		AFR/DP	D. W. Son	
PPG/DPR	A. Handly		EA/TD	H. Cordova	
NESA/TECH	D. Steinberg		LA/MRSD	M. Zak	
3. APPROVAL AAAS OF FIELD OFFICE			4. APPROVAL AAAS OF AID OFFICE		
SIGNATURE		DATE	SIGNATURE		DATE
AA/PHA, H. S. Crowley, Acting.			Allan R. Furman AAA/PHA		
ASSOCIATE ASSISTANT ADMINISTRATOR PHA/PVC					

I. PROJECT IDENTIFICATION

1. PROJECT TITLE DEVELOPMENT PROGRAM GRANT FOR COOPERATIVE LEAGUE OF THE U.S.A. (CLUSA)		APPENDIX ATTACHED <input type="checkbox"/> YES <input type="checkbox"/> NO
3. RECIPIENT (specify) <input type="checkbox"/> COUNTRY <u>WORLDWIDE</u> <input type="checkbox"/> REGIONAL _____ <input type="checkbox"/> INTERREGIONAL _____		2. PROJECT NO. (M.O. 1095.2)
4. LIFE OF PROJECT BEGINS FY <u>75</u> ENDS FY <u>77</u>		5. SUBMISSION <input type="checkbox"/> ORIGINAL _____ DATE _____ <input type="checkbox"/> REV. NO. _____ DATE _____ CONTR./PASA NO. _____

II. FUNDING (\$000) AND MAN MONTHS (MM) REQUIREMENTS

A. FUNDING BY FISCAL YEAR	B. TOTAL \$	C. PERSONNEL		D. PARTICIPANTS		E. COMMODITIES \$	F. OTHER COSTS \$	G. PASA/CONTR.		H. LOCAL EXCHANGE CURRENCY RATE: \$ US (U.S. OWNED)		
		(1) \$	(2) MM	(1) \$	(2) MM			(1) \$	(2) MM	(1) U.S. GRANT LOAN	(2) COOP COUNTRY (A) JOINT (B) BUDGET	
1. PRIOR THRU ACTUAL FY												
2. OPRN FY 75	218	107					111					
3. BUDGET FY 76	260	143					117					
4. BUDGET +1 FY 77	265	147					118					
5. BUDGET +2 FY												
6. BUDGET +3 FY												
7. ALL SUBJ. FY												
8. GRAND TOTAL	743	397					346					

9. OTHER DONOR CONTRIBUTIONS

(A) NAME OF DONOR	(B) KIND OF GOODS/SERVICES	(C) AMOUNT
N/A	N/A	N/A

III. ORIGINATING OFFICE CLEARANCE

1. DRAFTER <u>M. D. Kohan/M. Rohla</u>	TITLE Project Manager PHA/PVC	DATE
2. CLEARANCE OFFICER <u>Cleo F. Shook</u>	TITLE Associate Director, PHA/PVC	DATE

IV. PROJECT AUTHORIZATION

1. CONDITIONS OF APPROVAL

2. CLEARANCES

BUR OFF.	SIGNATURE	DATE	BUR OFF.	SIGNATURE	DATE
PHA/PVC	J. A. Ulinski, Jr.		AFR/DP	D. Wilson	
PPC/DPR	A. Handly		EA/TD	H. Cordova	
NESA/TECH	D. Steinberg		LA/MRSD	M. Zak	

3. APPROVAL AAA OR OTHER DIVER CODE SIGNATURE <u>AA/PHA, H. S. Crowley, Acting.</u>	DATE	4. APPROVAL AFR OR M.O. 1095.1 V/C SIGNATURE <u>Allan R. Furnian AAA/PHA</u>	DATE
---	------	--	------

Associate Assistant Administrator PHA/PVC

PROJECT PAPER FOR A DEVELOPMENT PROGRAM GRANT
FOR
COOPERATIVE LEAGUE OF THE U.S.A. (CLUSA)

FEBRUARY 5, 1975

COOPERATIVE LEAGUE OF THE U.S.A PROJECT PAPER

TABLE OF CONTENTS

Introduction

Rationale

- A. Economic and Social Rationale
- B. Development Program Grant Proposal
- C. Financial Justification
- D. CLUSA and Women in Development

Project Narrative

- I. Program Goal
 - A. Statement of Goal
 - B. Measurement of Goal Achievement
 - C. Means of Verification
 - D. Assumptions
- II. Project Purpose
 - A. Statement of Purpose
 - B. End of Project Status (EOPS)
 - C. Means of Verification
 - D. Assumptions
- III. Project Outputs
 - A. Outputs and Output Indicators
 - B. Means of Verification
 - C. Assumptions

Table of Contents (Continued)

IV. Inputs

- A. Input from A.I.D.
- B. CLUSA Inputs
- C. Assumptions

Implementation Plan

Illustrative Estimated Budget - One year

Logical Framework Matrix

Appendices

- I. CLUSA Organization Chart
- II. Member Organizations
- III. Position Descriptions
- IV. CLUSA's International Experience
- V. CLUSA's Technical Assistance Delivery System
- VI. The India Program Model
- VII. Brief Analysis of Potential Target Countries
- VIII. Summary of AID and non-AID-funded Contracts and Grants
CY-1973

DEVELOPMENT PROGRAM GRANT FOR
COOPERATIVE LEAGUE OF THE U.S.A. (CLUSA)

INTRODUCTION

The Cooperative League of the U.S.A. (CLUSA) is a national confederation of rural and urban cooperatives, and federations of cooperatives that include 23 million families in their membership. CLUSA provides developmental, educational and legislative assistance to its U.S. members. Its experienced technicians advise and assist interested LDC countries in building viable programs for agricultural, consumer and service cooperatives.

Through its own and member resources, plus those provided by AID and other contracts, CLUSA has contributed to cooperative development in 40 or more developing countries.

CLUSA also works with international organizations such as the International Cooperative Alliance (ICA) and CARE to advance cooperative development internationally.

Since 1963, CLUSA, through its International Department, has been administering and supervising cooperative development contracts with AID Missions and Regional Bureaus. Through these contracts, CLUSA has provided technical assistance for approximately 35 cooperative development projects in some 40 countries throughout the world, and has amassed considerable experience, knowledge and expertise in cooperative development. AID support of CLUSA's development assistance has further enabled CLUSA to serve as an intermediary in transferring this knowledge and experience to developing countries.

In achieving its stated goal, CLUSA also functions as an intermediary between the U.S. cooperatives and cooperative development

2.

projects in LDC's. Specifically, it makes available the experience and expertise of U.S. cooperatives and cooperators. Its strategy includes (1) advisory committees composed of commodity specialists known as CLUSA's Industry Advisory Committees, and (2) the organization of cooperative development projects.

These advisory committee members are an operating link between CLUSA and the U.S. cooperative movement, advising on all phases of cooperative development. Currently there are Industry Advisory Committees operating in the following commodity and service fields: oilseeds, processing, cooperative banking and credit, insurance, agricultural supply and marketing.

The proposed Development Program Grant would assist CLUSA in accelerating its present global cooperative development capability and replicating the most successful development experiences encountered over a period of 20 years of CLUSA LDC operations, in order to assist in raising the economic and social well-being of poor people in LDC's through cooperative development in accordance with CLUSA policy adopted by CLUSA Congresses. The major objectives of the grant will be to: (1) assist CLUSA to increase staff planning capability and to establish programs in four of twelve selected target countries over a three-year period, which replicate CLUSA's India experience by establishing within three years CLUSA field offices in each of the four countries for purposes of development program planning in various sectors and implementation of significant cooperative development programs, (2) establish a training program in cooperative management and financial planning for LDC cooperators, utilizing the experience and expertise of a major U.S. regional

agricultural cooperative, (3) utilize the experience of the International Cooperative Alliance (ICA) in development of cooperative projects, and (4) develop evaluation model(s) for agricultural cooperatives projects.

RATIONALE

A. Economic and Social Rationale

The needs of the rural poor in developing countries continue to be widely discussed within and among development organizations. To recapitulate:^{1/}

1. 70% of the people of LDC's and a like percentage of the poor live in rural areas.
2. In the year 2000 more than half the people of the developing world will still reside in the countryside.
3. Growth in the LDC's is not equitably reaching the poor. In the last decade, inspite of unprecedented GNP increases in developing countries, 40% of their population, 800 million persons, continued to exist on incomes equivalent in U.S. purchasing power in terms of 30¢ a day in conditions of almost unbelievable hunger, ignorance and squalor.
4. Within the rural areas the poverty problem centers primarily around the low productivity of the millions of small subsistence farms.
5. Unemployment rates in the LDC's continue to rise at a shocking rate. The OAS estimates that the total number of unemployed

^{1/} Facts in the recapitulation (points 1-7) were taken from the September 24, 1973, Address to the Board of Governors by the President of the World Bank, Mr. Robert S. McNamara, in Nairobi, Kenya.

persons in Latin America doubled during the period 1950-1965, reaching 11%. Growth of the labor force in Latin America continues at almost 3% a year. Much of the unemployment and underemployment in LDC's is in rural areas.

6. Rapid urbanization in the LDC's is exacerbating existing inequalities of income.
7. Per capita public expenditures in LDC's are generally three to four times as great for urban areas as they are for rural areas.

If income inequalities are to be overcome in LDC's, if urban migration is to be slowed, if rural unemployment is to decline, if public expenditures in rural areas are to increase, and especially if the LDC small farmer is to become more productive and acquire a better standard of living, the creation of strong rural institutions in LDC's is essential.

Recent research has shown that in most developing countries, regardless of what happens in industrial growth, commercial development, and plantation agriculture, over-all economic growth is heavily dependent on improving the productivity of small scale, labor intensive farming. A favorable climate for this growth must include price relationships that provide an incentive for the extra effort and risk required, appropriate research, and an effective extension education plan.^{2/}

In a modern agricultural system farmers must have access to production inputs, the financial system, the market, and know-how. The early history of the more advanced nations and the more recent history of the most successful developing countries indicates that the cooperative is

^{2/}Material in paragraphs 3, 4 and 6, was taken from "Farmer Cooperatives in Developing Countries", published October, 1971, by the Advisory Committee on Overseas Cooperative Development, Washington, D. C.

5.

the best form of economic enterprise to provide farmers, and especially small farmers, with these necessary services. Japan, Israel, and Taiwan are outstanding examples of how the cooperative can involve millions of small farmers in modern agriculture. Egypt and Korea also have reasonably effective cooperatives. In these countries agricultural productivity is high and rural incomes are rising. More recently Sri Lanka, Uganda and Bangladesh's Comilla County have initiated cooperative programs which have shown a high degree of success. Southern Brazil, India, Venezuela, Tanzania, Kenya, Argentina and Chile also have some successful agricultural cooperatives. The common factor in all of these instances is that the cooperatives have provided their members access to the means of production, markets, the financial system and technology.

The successful development of cooperatives in the LDC's, however, is not a simple task. Besides their capital requirements LDC cooperative projects must have careful initial planning and periodic evaluation and replanning of operations and sound training of management and technical personnel.

Sound initial planning and periodic evaluation and replanning are necessary to assure the creation or existence of conditions without which cooperatives are unlikely to succeed. Among these are:

1. Government monetary, pricing and other policies and practices which assist cooperatives or at least do not hinder their economic operations.
2. Vertical integration of local cooperatives through regional and national federations which are the economically reasonable entities to handle the banking and lending, manufacturing and

6.

distribution of fertilizer and other production inputs, processing, marketing and agricultural information and extension functions of cooperatives.

3. Application of minimum size criteria in creation of local farmer cooperatives in order to assure economic viability.
4. Application of financial and economic discipline in the financing of agricultural development. (History indicates that even very small farmers are able and willing to pay the cost of their own improvement once agricultural productivity and farmer income begin to rise as in Japan, Taiwan, Uganda and Comilla County, Bangladesh.
5. Systematic approaches by cooperatives to investment planning and building member-capital investment.
6. Provision by government, if not cooperatives, of services essential to farmer productivity, i.e., market information, production technology (extension), etc.
7. Support of cooperative development by governments and/or national federations--as measured by supervision and inspection of the local units; training of board members, bookkeepers and other local staff; help with membership education and training; and up-to-date audits.

Certainly one of the serious problems of cooperative development in LDC's today is the absence of adequate planning. Two LDC Planning Commissions have indicated to CLUSA that they would like to approve cooperative projects and request foreign donor assistance but have not been presented with cooperative proposals they felt they could support, unless better planning was done.

7.

In addition, CLUSA has observed situations in LDC's in which some of the above conditions are lacking or the basic principles of cooperative business are contravened. Especially notable are government policies and decisions which severely hamper the business operations of cooperatives; the existence of many thousands of small, non-viable village cooperatives; lack of application of financial discipline within cooperatives and the absence of systems for investment planning and building member-capital investment.

Another problem area in LDC cooperative development is the scarcity of adequately prepared cooperative management and technical personnel. Many of the cooperatives established in the LDC's in recent years have limited experience with activities that directly assist the small farmers improve their farming operations. Today other more established cooperatives that have been serving larger farmers are now reaching down to smaller farmers. During the last two years most international development agencies, as well as the governments of many developing countries, have given new importance to these cooperative organizations and their ability to deliver services to small farmers, and are making substantial resources available. However, to effectively use these new resources, management must be improved so that it can efficiently provide new and expanded services. To date, cooperative management training in LDC's has often been superficial, spotty or non-existent.

B. Development Program Grant Proposal

The proposed Development Program Grant (DPG) to CLUSA will help to overcome the above mentioned problems in the following ways:

1. Increasing CLUSA staff planning, the establishment of four CLUSA field offices, the development of evaluation model(s) for

agricultural cooperative projects and utilization of the experience of the International Cooperative Alliance are all expected to contribute to more sound planning, replanning and evaluation of cooperative projects in LDC's among poor people and the institutionalizing of these functions in the projects assisted.

2. The establishment of a training program in cooperative management and financial planning for LDC cooperators, utilizing the experience of a major U.S. regional agricultural cooperative, is expected to result in more and better trained management personnel in LDC cooperative organizations and thus better cooperative business operations as well as the institutionalizing of practical cooperative management training in LDC cooperative organizations.

CLUSA's organizational capacity to handle the proposed enlarged program is qualified by current limitations which can be remedied. CLUSA, as presently constituted, is short of the needed capabilities to carry out the proposed program, either quantitatively or qualitatively. Its small staff is almost fully occupied with the ongoing program. Additional full-time expertise is required, particularly in economics; agricultural development program planning including sector analysis; agricultural credit; management of cooperative supply and marketing operations; and cooperative training in management and financial planning, to fully achieve the needed technical/managerial capabilities of CLUSA's expanded program.

C. Financial Justification

The detailed budget is attached as Appendix

CLUSA continues to draw at least 1/3 of its funds for international programs from non-AID sources. See Appendix for a Summary of International AID and Non-AID Funded Contracts and Grant Programs for Calendar Year 1973, which includes the first CLUSA contracts with the Inter-American Development Bank (IDB) and the Institute for Cooperative Development of Costa Rica (INFOCOOP), as well as a grant of \$127,500 from the Emergency Relief Fund for Bangladesh.

During 1974 CLUSA has signed its first contract with the World Bank for planning assistance for Iranian agricultural cooperative development and its first grant (\$135,000) with the Ford Foundation to assist the Operation: Flood dairy project in India. In addition, UNDP and CLUSA have agreed to a contract under which a CLUSA consultant will develop a national plan for increasing the production and marketing of handicrafts in Lesotho in early 1975.

CLUSA expects to continue and expand its programs with these and other development organizations, thus increasing the possibilities of locating non-AID sources of funding to continue the DPG program elements after 3 years. The DPG, by augmenting CLUSA program planning, implementation and evaluation capabilities, is expected to enhance CLUSA's ability to mobilize greater amounts of non-AID resources with which to help defray the costs of core staff and DPG program elements.

D. THE COOPERATIVE LEAGUE OF THE USA (CLUSA) AND

WOMEN IN DEVELOPMENT

I. CLUSA Policy, Board and Staff

In Chapter 2 of the CLUSA Statement of Policy the League affirms its belief in membership in cooperatives and other organizations without regard to sex. This Statement of Policy was readopted at the CLUSA Biennial Congress in San Francisco in mid-October, 1974. The relevant material from Chapter 2, Public Policy, is as follows:

"We hold it an inalienable right of people and groups to join together for cooperative ownership and operation of their own enterprises.

Open membership without regard to race, sex, creed, national origin or political affiliation has been a basic principle of the cooperative movement since its inception. We believe this principle is more widely applicable, and therefore, we hold it to be the obligation of all elements of our society to insure that every citizen has an unimpaired opportunity for personal growth and development in accordance with this principle."

Three members of the CLUSA Board are women and three of twelve supervisory positions on the League staff are held by women.

II. CLUSA International Relations and Programs

CLUSA has supported the involvement of women in international development and other international activities since its inception. It is the only U.S. member of the International Co-operative Alliance (ICA) which has a membership of over 300,000,000 cooperators in 171 member organizations in 65 countries. At the meeting of the ICA Central Committee in Vienna, Austria, in October, 1974 CLUSA supported the recommendation of the ICA Executive Committee and Women Cooperators Advisory Council that the ICA Constitution be changed to allow the Council to

become the ICA Women's Committee with Auxiliary Committee status. The recommendation was adopted. This elevation to Auxiliary Committee status means that the Women's Committee joins other Committees (Insurance, Agricultural, Banking, etc.) as one of the highest level working groups of the ICA.

CLUSA also sends women delegates to ICA Congresses and selected a woman as part of the U.S./U.S.S.R. exchange of delegations of leaders of consumer co-operatives in 1973.

As a founding member of the Organization of Cooperatives of America (OCA) CLUSA has supported the OCA motion declaring 1975 as Women's Year. (ICA has issued a similar declaration.) CLUSA also supported the OCA motion establishing a Women's Commission in OCA which was passed at the OCA Assembly in September, 1974.

Two of three recipients of Smaby Fund Scholarships for training in U.S. co-operatives have been women. The scholarships are granted to LDC persons working in cooperative programs. The Fund is administered by CLUSA with monies contributed in honor of Mr. A. J. Smaby, former CLUSA Board Chairman. One recipient studied the role of women in U.S. cooperatives.

Under the DPG CLUSA will encourage the development of programs which emulate the principles embodied in its 20 year old India program. One of these has been the maximum participation of women in co-operatives. The National Cooperative Union of India (NCUI) which CLUSA has assisted, has a Women's Division which seeks to enhance the participation of women in cooperatives. NCUI also makes extensive use of women as instructors at the village and district levels in its national cooperative education program.

The agricultural production, credit, processing and marketing cooperative projects which CLUSA assists in LDC's relate directly to household budgets. CLUSA encourages women to actively participate in decisions related to these budgets.

PROJECT NARRATIVE

I. Program Goal

A. Statement of the Goal

This Development Program Grant has an overall objective which is to improve the quality of life of the low-income population of selected less developed countries by increasing net purchasing power of small and medium scale farmers presently engaged in marginal and subsistence farming, through business-like cooperative type enterprises.

B. Measurement of Goal Achievement

In order to be able to indicate achievement of the goal, CLUSA, as a result of the DPG, will have cause to create new industries and handicrafts would have been established with concomitant increased opportunities for gainful employment; the relations between local governments and the cooperative movement would have improved; self-sustaining cooperatives would have been established with the resulting increase in agriculture production of small farmers, which is expected to create increase in the per capita purchasing power and savings of rural farmers.

C. Means of Verification

The indications of goal achievement will be adequately reflected in the government statistics in LDC's, in the reports from International organizations such as the U.N., World Bank, I.D.B., etc., and in the regular country situation reporting from USAID's. Annual evaluation of the grant will also tend to substantiate progress toward this end.

D. Assumptions

It has been assumed that in order for CLUSA to achieve the goal targets, the LDC governments will desire and allow democratic processes of cooperatives, that farmers will be given sufficient incentives to significantly increase production, that support from other agriculture projects and inputs will be available, that there will be an increasing world agriculture market demand, that legislation will be established in LDC's which allows for growth of cooperatives and that the rate of inflation remains within reasonable limits.

II. Project Purpose

A. Statement of Purpose

The purpose of this grant is to create an expanded development staff which will assist CLUSA in accelerating its present global cooperative development capability and replicating the successful rural development experience.

Once the additional Program Management and Training Development staff is in place, priorities and specific programs will be defined. Country selection will be based on an analysis of four major factors:

1. Identification of suitable cooperative development programs.
2. Establishment of appropriate agreements with selected host country governments.
3. Availability of local support.
4. A.I.D. priorities and USAID's concurrence.

B. End of Project Status (EOFS)

CLUSA intends to maximize its program development performance on a wide spectrum with the following results at the end of the

grant period: A long term planning capability in the governments and cooperative agencies in LDC's would have been developed; developmental plans in four LDC's will exist and some will be in the process of implementation; resources for such implementation will have been mobilized; a training capability in CLUSA will have been created for both its staff and LDC projects; and linkages among LDC and U.S. regional cooperatives for technical and training support will be established.

C. Means of Verification

The accomplishment of the above indicators will be verified by CLUSA reporting, documentation and field visits, by funding and support available from other organizations, AID/W and USAID monitoring and reporting.

D. Assumptions

In order to obtain the conditions for the project to achieve its purpose, it is assumed that CLUSA's successful cooperative development model is applicable elsewhere; that funds from lending organizations for cooperatives continue to be available, and that LDC's and U.S. Regional Cooperative Movements continue to be interested in mutual exchange of assistance.

III. Project Outputs

A. Outputs and Output Indicators.

The outputs to be obtained from the grant will be:

1. A Management Training capability for staff and LDC programs. A Management Training Coordinator position with support staff and logistics will have been created and filled to analyze country and cooperative training needs; develop training activities and programs to fill the needs; and provide

personnel for development of training programs and materials at a major U.S. regional agricultural cooperative and operate training activities.

2. Senior Program Development Specialists, with secretarial and logistic assistance.

Three Program Planning Specialist positions will have been created and filled, with the incumbents having background in agricultural credit and finance and agricultural supplies and marketing.

3. An improved program development criteria and evaluation system designed, approved and in place.
4. Developed evaluation models for agriculture cooperative projects with four started, in four LDC's.
5. Utilization of the experience of the International Cooperative Alliance (ICA) in development of cooperative projects with four country programs being assisted by ICA.

B. Means of Verification

The project outputs will be verified by review of the various program/project documents and reports, personnel records, field reports and direct observation when possible.

C. Assumptions

The listed outputs are dependent on several factors, such as: That CLUSA will be able to locate and attract qualified staff; that country programs will support field offices in program load and participation of costs; and that ICA has the resources and is disposed to meet LDC requirements.

IV. Inputs

A. Inputs from A.I.D.

1. Core grant
2. Development Program Grant

B. Inputs from U.S. Regional Agriculture Cooperatives

1. Experts on different fields for the Industry
Advisory Teams and training.

C. Inputs from LDC Cooperative Organizations

1. In-country support to costs and in kind.

D. Assumptions

In addition to assumptions regarding provision of inputs discussed herein, the basic assumption is that CLUSA will continue to receive core support for its central office operation from A.I.D., which provides administrative and technical backstop support for this planned program under a Development Program Grant.

IMPLEMENTATION PLAN

The illustrative implementation plan is detailed on the attached schedule chart. In general it indicates that the first year will see the initiation of the procedure for hiring and orientation of the two program planning specialists; project design, selection and hiring of project coordinators and analysis of country and cooperatives needs will be initiated as cooperative training in Management and Financial Planning is initiated; similarly the development of evaluation model(s) for agricultural cooperative programs, ICA projects, training of current staff in development program planning and evaluation and monitoring and evaluation will be initiated.

The second year sees more activity in the field unit contacts with LDC cooperative leaders and governments; a model training program in cooperative training in management and financial planning is developed; training needs continue to be identified as well as monitoring and evaluation.

The third year continues with the routine of field visits to develop project proposals; the establishment of two CLUSA field offices is completed; training needs and design continue to be identified, as well as monitoring and evaluating. Prior to the end of the grant a final plan for Post-DPG funding will be prepared, clearly identifying the continuing resources to be used to supplement the activities supported by the grant.

I. IMPLEMENTATION SCHEDULE

27

A C T I V I T Y

M O N T H S

0 2 4 6 8 10 12 14 16 18 20 22 24 26 28 30 32 34 36

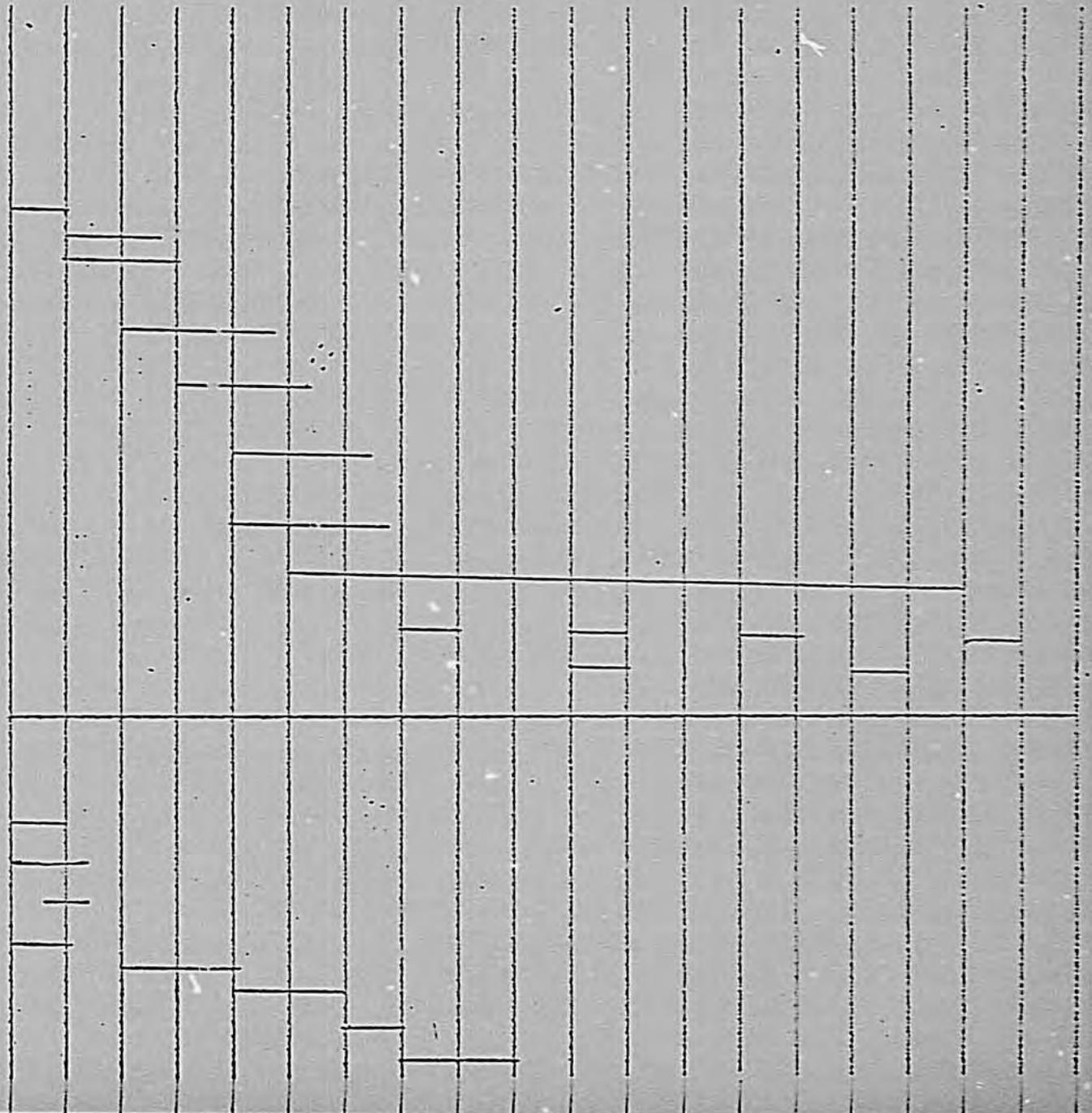
PROGRAM ADMINISTRATION

(Procedure for hiring and orientation of 2 program planning specialists is the same. However the procedure for the second specialist begins 6 weeks later than for the first)

- Refine criteria for specialists
- Interview candidates
- Select specialists
- Orientation to CLUSA and visits to U.S. cooperatives (6 weeks)
- Program Review and Management course at AID (2 weeks)
- Development of project models, procedures and systems (est. 5 weeks)
- Contacts with LDC cooperative leaders and governments regarding visits
- Field visits to develop project proposals, including OPG's
- Submission of project proposals for funding
- Establishment of two CLUSA field offices

COOPERATIVE TRAINING IN MANAGEMENT AND FINANCIAL PLANNING

- Approval DPG including training
- Project design
- Select and hire project coordinators (management training specialists)
- Determine U.S. cooperative participation
- Country and cooperative need analysis
- Develop training for needs
- Select and hire training designer
- Design model training programs

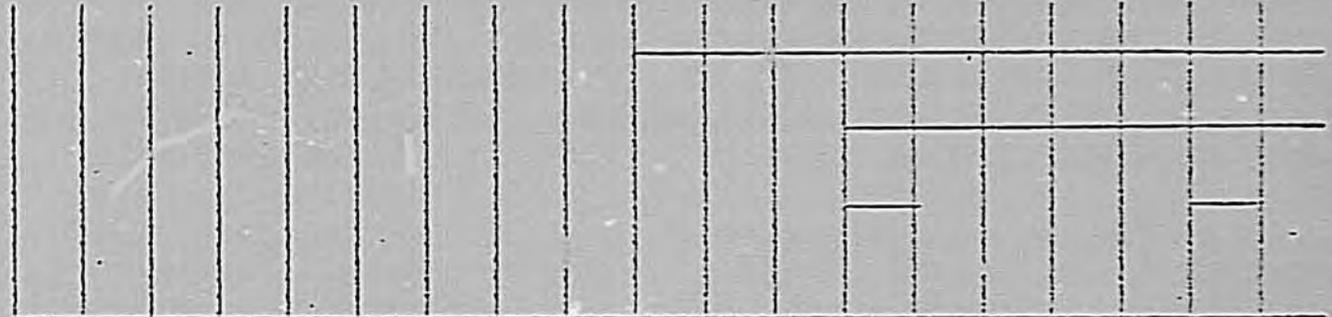


12

MONTHS

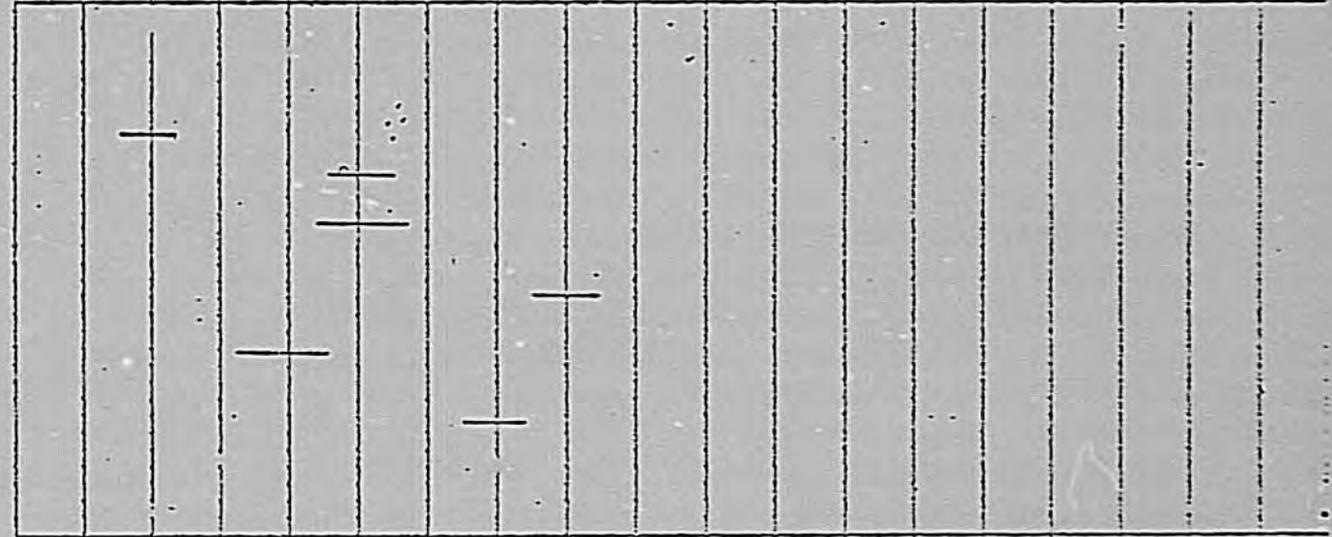
0 2 4 6 8 10 12 14 16 18 20 22 24 26 28 30 32 34 3

Continue to identify training needs and carry out training
Continue to identify training designs and carry out training
Evaluation of initial training courses and effecting of needed changes



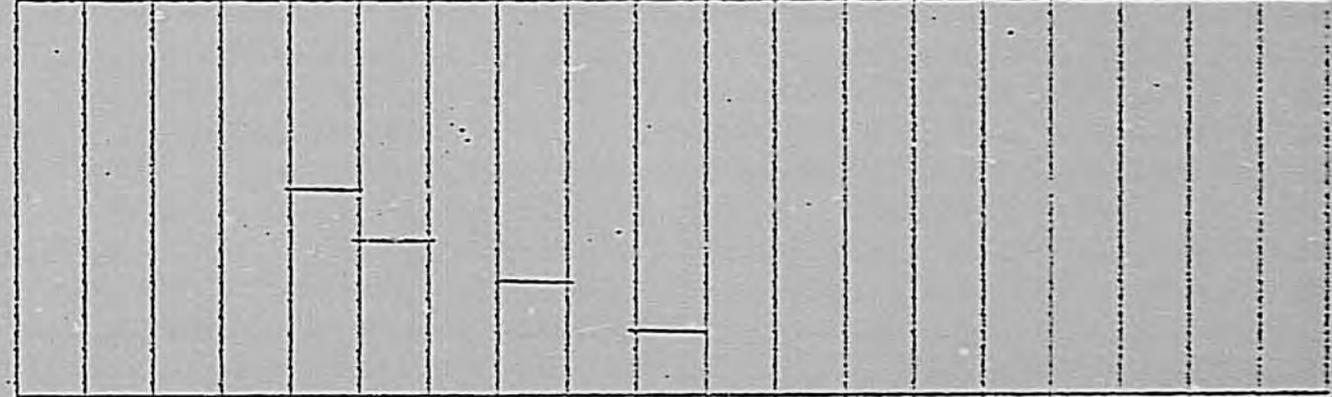
ICA PROJECTS

Hire consultant for cooperative trade study
Completion of trade study
Hire consultant for vertical integration project study, East Africa
Completion of vertical integration project study, East Africa
Hire consultant for Cooperative Education Unit study, West Africa
Complete Study Cooperative Education Unit study, West Africa



DEVELOPMENT OF EVALUATION MODEL FOR AGRICULTURAL COOPERATIVE PROGRAM

Interview representatives of consulting firms
Select firm
Reviews of proposed model with firm
Completion of consulting firm report



2

MONTHS

0 2 4 6 8 10 12 14 16 18 20 22 24 26 28 30 32 34 3

TRAINING OF CURRENT STAFF
IN DEVELOPMENT PROGRAM PLANNING
AND EVALUATION

(also see Appendix 4)

Formal training at selected
universities or other institutions
Formal training and informal
training at development organizations

MONITORING AND EVALUATION

Internal program status review
Program reports
Internal program evaluation
External evaluation



CLUSA
Development Program Costs
March 1, 1975 - February 28, 1976
One Year

<u>DESCRIPTION</u>	<u>Detail</u>	<u>Total</u>
1. <u>Salaries</u>		
One professional @ 12 mos. @ \$2,500/mo. (Programming & Evaluation)	30,000	
One professional @ 12 mos. @ \$2,083/mo. (Programming & Evaluation)	25,000	
One professional @ 12 mos. @ \$1,917/mo. (Training)	23,000	
Two secretaries @ 12 mos. ea. @ \$700/mo. ea.	<u>16,800</u>	94,800
2. <u>Fringe Benefits</u> @ 12.5% of salaries		11,850
3. <u>Consultant Fees</u> @ 8 mm x 24 days per mo. @ \$120/day		23,040
4. <u>Travel and Allowances</u>		
(a) <u>Staff Travel</u>		
Five trips to midwest @ 14 days ea. @ \$350/trip	1,750	
Five trips to Asia/Africa (30 days ea.) @ \$1,400/trip	7,000	
Eleven trips to Latin America (Av. duration 21 days) @ \$700/trip	<u>7,700</u>	
Subtotal Staff Travel	16,450	
(b) <u>Consultant Travel</u>		
Three r/t to midwest (dur. ea. = 2 days)	600	
Three r/t to Asia (dur. ea. = 1 mo.)	4,200	
Five r/t to Latin America (dur. ea. 1 mo.)	<u>3,500</u>	
Subtotal Consultant Travel	8,300	
(c) <u>Excess Baggage</u>		
Six trips to Asia or Africa @ 10 kilos ea. way = 120 kilos x \$10	1,200	
Nine trips to L.A. @ 10 kilos ea. way = 180 kilos x \$7	<u>1,260</u>	
Subtotal Excess Baggage	2,460	
(d) <u>Taxi Fares</u>		
In U.S. @ \$35/mo.	420	
Overseas 621 days x \$2/day	<u>1,242</u>	
Subtotal Taxi Fares	1,662	
(e) <u>Subsistence</u>		
Staff (in U.S.) 70 days x \$25/day	1,750	
Staff (overseas) 381 days x \$30/day	11,430	
Consultants (in U.S.) 6 days x \$25/day	150	
Consultants (overseas) 240 days x \$30/day	<u>7,200</u>	
Subtotal Subsistence	20,530	49,402

<u>DESCRIPTION</u>	<u>Detail</u>	<u>Total</u>
5. <u>Participants and Investigative Teams</u>		14,000
6. <u>Other Direct Costs</u>		
Postage and cartage @ \$100/mo.	1,200	
Telephone and cable @ \$300/mo.	3,600	
Reproduction costs @ \$150/mo.	1,800	
Rent @ \$600/mo.	7,200	
Passports, visas & inoculations @ \$25 per consultant trip = 8 x \$25	200	
Office supplies @ \$25/mo.	300	
Recruitment	750	
Office furnishings	2,500	
Staff training: 6 months @ \$1,250/mo.	7,500	
TOTAL COST		<u>25,050</u> <u>218,142</u>

2/5/75

CLUSA
Development Program Costs
March 1, 1976 to February 28, 1977
One Year*

<u>DESCRIPTION</u>	<u>Detail</u>	<u>Total</u>
1. <u>Salaries**</u>		
One professional @ 12 mos. @ \$2,575/mo. (Programming and Evaluation)	30,900	
One professional @ 12 mos. @ \$2,145/mo. (Programming and Evaluation)	25,740	
One professional @ 12 mos. @ \$1,974/mo. (Training)	23,690	
One professional @ 12 mos. @ \$2,083/mo. (Programming)	25,000	
Two secretaries @ 12 mos. ea. @ \$721/mo.	17,304	
One file clerk @ 12 mos. @ \$400/mo. (part-time)	<u>4,800</u>	127,434
2. <u>Fringe Benefits</u> @ 12.5% of salaries		15,929
3. <u>Consultant Fees</u> @ 8mm x 24 days per mo. @ \$120/day		23,040
4. <u>Travel and Allowances</u>		
(a) <u>Staff Travel</u>		
Five trips to midwest @ 14 days ea. @ \$350/trip	1,750	
Eight trips to Asia/Africa (30 days each) @ \$1,400/trip	11,200	
Thirteen trips to Latin America (21 days each) @ \$700/trip	<u>9,100</u>	
Subtotal Staff Travel	22,050	
(b) <u>Consultant Travel</u>		
Three r/t to midwest (dur. ea. = 2 days)	600	
Three r/t to Asia (dur. ea. = 1 mo.)	4,200	
Five r/t to Latin America (dur. ea. = 1 mo.)	<u>3,500</u>	
Subtotal Consultant Travel	8,300	
(c) <u>Excess Baggage</u>		
Six trips to Asia or Africa @ 10 kilos ea. way = 120 kilos x \$10	1,200	
Nine trips to L.A. @ 10 kilos ea. way = 180 kilos x \$7	<u>1,260</u>	
Subtotal Excess Baggage	2,460	
(d) <u>Taxi Fares</u>		
In U.S. @ \$35/mo.	420	
Overseas 732 days @ \$2/day	<u>1,464</u>	
Subtotal Taxi Fares	1,884	

*Based on February, 1975, price levels.

**Assumes 3% merit increase effective 3/1/76 and also assumes no inflation, so no cost-of-living increases.

<u>DESCRIPTION</u>	<u>Detail</u>	<u>Total</u>
(e) <u>Subsistence</u>		
Staff (in U.S.) 70 days x \$25/day	1,750	
Staff (overseas) 513 days x \$30/day	15,390	
Consultants (in U.S.) 6 days x \$25/day	150	
Consultants (overseas) 240 days x \$30/day	<u>7,200</u>	
Subtotal Subsistence	24,490	59,184
5. <u>Participants and Investigative Teams</u>		14,000
6. <u>Other Direct Costs</u>		
Postage and cartage @ \$100/mo.	1,200	
Telephone and cable @ \$300/mo.	3,600	
Reproduction costs @ \$150/mo.	1,800	
Rent @ \$800/mo.	9,600	
Passports, visas & inoculations @ \$25 per consultant trip = 8 x \$25	200	
Office supplies @ \$25/mo.	300	
Recruitment	200	
Office furnishings	500	
Staff training: 3 mos. @ \$1,250/mo.	<u>3,750</u>	<u>21,150</u>
TOTAL COST		<u>260,737</u>

2/5/75

CLUSA
 Development Program Grant Costs
 March 1, 1977 to February 28, 1978
 One Year*

<u>Description</u>	<u>Detail</u>	<u>Total</u>
1. <u>Salaries**</u>		
One professional @ 12 mos. @ \$2,652/mo. (Programming and Evaluation)	31,827	
One professional @ 12 mos. @ \$2,209/mo. (Programming and Evaluation)	26,512	
One professional @ 12 mos. @ \$2,033/mo. (Training)	24,400	
One professional @ 12 mos. @ \$2,145/mo. (Programming and Evaluation)	25,740	
Two secretaries @ 12 mos. ea. @ \$743/mo.	17,823	
One file clerk @ 12 mos. @ \$412/mo. (part-time)	4,944	131,246
2. <u>Fringe Benefits</u> @ 12.5% of salaries		16,406
3. <u>Consultant Fees</u> @ 8mm x 24 days per mo. @ \$120/day		23,040
4. <u>Travel and Allowances</u>		
(a) <u>Staff Travel</u>		
Five trips to midwest @ 14 days ea. @ \$350/trip	1,750	
Eight trips to Asia/Africa (30 days ea.) @ \$1,400/trip	11,200	
Thirteen trips to Latin America (21 days ea.) @ \$700/trip	<u>9,100</u>	
Subtotal Staff Travel	22,050	
(b) <u>Consultant Travel</u>		
Three r/t to midwest (dur. ea. = 2 days)	600	
Three r/t to Asia (dur. ea. = 1 mo.)	4,200	
Five r/t to Latin America (dur. ea. = 1 mo.)	<u>3,500</u>	
Subtotal Consultant Travel	8,300	
(c) <u>Excess Baggage</u>		
Six trips to Asia or Africa @ 10 kilos ea. way = 120 kilos x \$10	1,200	
Nine trips to L.A. @ 10 kilos ea. way = 180 kilos x \$7	<u>1,260</u>	
Subtotal Excess Baggage	2,460	
(d) <u>Taxi Fares</u>		
In U.S. @ \$35/mo.	420	
Overseas 732 days @ \$2/day	<u>1,464</u>	
Subtotal Taxi Fares	1,884	

*Based on February 1975 price levels.

**Assumes 3% merit increase effective 3/1/77 also assumes no inflation, so no cost-of living increases.

<u>Description</u>	<u>Detail</u>	<u>Total</u>
<u>(e) Subsistence</u>		
Staff (in U.S.) 70 days x \$25/day	1,750	
Staff (overseas) 513 days x \$30/day	15,390	
Consultants (in U.S.) 6 days x \$25/day	150	
Consultants (overseas) 240 days x \$30/day	<u>7,200</u>	59,184
5. <u>Participants and Investigative Teams</u>		14,000
6. <u>Other Direct Costs</u>		
Postage and cartage @ \$100/mo.	1,200	
Telephone and cable @ \$300/mo.	3,600	
Reproduction costs @ \$150/mo.	1,800	
Rent @ \$800/mo	9,600	
Passports, visas & inoculations @ \$25 per consultant trip = 8 x \$25	200	
Office supplies @ \$25/mo.	300	
Recruitment	200	
Office furnishings	500	
Staff Training: 3 mos. @ \$1,250/mo.	<u>3,750</u>	<u>21,150</u>
TOTAL COST		<u><u>265,026</u></u>

Rationale for Provision for
Excess Baggage Within DPG Budget

The Cooperative League of the U.S.A., DPG budget (revised 12/10/74), provides for 9mm of consultant services (4mm of which are included in the management training line item) as well as a subcontract with an indefinite quantity contractor. This budget also provides for ten staff trips overseas. The estimated average duration of each of the trips for both staff and consultants is approximately one month. Several of these trips will require stays overseas in excess of one month. In most such cases staff persons and consultants find it necessary to take with them extra clothing and personal effects beyond the normal airline free weight allowance. Therefore, an additional 22 pounds of accompanied personal baggage has been provided for 15 of these overseas trips. Such expenditures are currently available to consultants and staff persons employed under task orders issued under Basic Ordering Agreement AID/csd-2901. Clause #3 of the Additional General Provisions of BOA-2901 provides authority for such excess baggage reimbursements. Transportation of excess baggage by government employees is allowable to the same extent as has been provided within our DPG budget (see AID Manual Order No. 560.2, Section 147.1), copy attached.

NO.	PAGE NO.	EFFECTIVE DATE	TRANS. LETTER NO.	A.I.D. MANUAL ORDER
560.2	30	February 11, 1970	5:304	

UNIFORM STATE/AID/USIA FOREIGN SERVICE TRAVEL REGULATIONS

147 Baggage

147.1 Excess Personal Baggage

The amount of baggage carried at no charge by transportation companies when it accompanies the traveler varies according to the mode of transportation. Any baggage above these limitations is excess baggage. Travel authorizations may specify a maximum excess baggage allowance. Charges for excess baggage not specifically included in the travel authorization may be approved by an authorizing officer upon justification by the traveler.

When less than first-class air accommodations are used, excess baggage is hereby authorized in an amount to bring the total to that carried free on first-class service. When a journey begins or terminates outside the continental United States and an airline will not carry without charge 66 pounds (30 kilograms) of accompanying baggage, excess baggage is hereby authorized in the amount required to bring the total weight to 66 pounds for each authorized traveler. Excess baggage is not authorized at Government expense for rest and recuperation travel, family visitation travel, or emergency visitation travel. For medical travel, see 3 FAM 686.4-5.

When practical, authorized excess baggage should be shipped as freight and may be added to the allowances authorized in section 147.2.

147.2 Unaccompanied Baggage

a. Each traveler using air travel exclusively is authorized to ship a maximum of 300 pounds gross weight of unaccompanied personal effects in addition to the allowances shown in section 162; of this total, up to 100 pounds gross weight may be shipped as air freight, the remainder being shipped as surface freight.

b. Each traveler using surface travel exclusively must utilize the free baggage allowance of the carrier. If the carrier's free baggage allowance is less than 300 pounds, the difference between the free allowance and 300 pounds is hereby authorized for surface shipment as unaccompanied baggage.

c. When travel is by both air and surface means, a maximum of 300 pounds gross weight may be shipped from origin to destination by surface means. Alternatively, up to 100 pounds gross weight may be shipped as air freight between cities where travel is performed by air; the difference between what is shipped as air freight and 300 pounds gross weight may be shipped by surface means from origin to destination.

d. When warranted and in the Government's interest, shipments authorized by air may be required to be made by surface means.

e. The provisions of paragraphs a and c notwithstanding, baggage may be shipped by air when it has been determined to be more economical or essential to assure the arrival of necessary baggage promptly upon arrival of the traveler.

f. The transportation of baggage by air or surface means must be initiated promptly.

g. Unaccompanied baggage is not authorized for rest and recuperation travel.

147.3 Advance Shipment of Baggage

To keep air shipments to a minimum and to permit the arrival of effects to coincide with the arrival of the traveler, consideration should be given to advance shipments of unaccompanied baggage by surface. Such shipments may be made in advance of the employee's date of eligibility for travel provided: (a) the travel authorization has been issued; (b) the date of eligibility for travel is shown on the authorization; and (c) the employee signs a repayment agreement covering the cost of shipment. An employee may make advance shipment of unaccompanied baggage at his own expense, and subsequently claim reimbursement when his travel authorization is issued and when he has attained eligibility for travel.

147.4 Limitation on Alcoholic Beverages

Alcoholic beverages within the free entry import limitations prescribed by the Treasury Department (see section 183.2(c)) must accompany the traveler and may not be shipped as unaccompanied baggage. (Also see section 168.3.)

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK
 Life of Project: 75 to FY 77
 From FY 75 to FY 77
 Total U.S. Funding: \$743,000
 Date Prepared: February 5, 1975

Cooperative League of the U.S.A. (CLUSA)

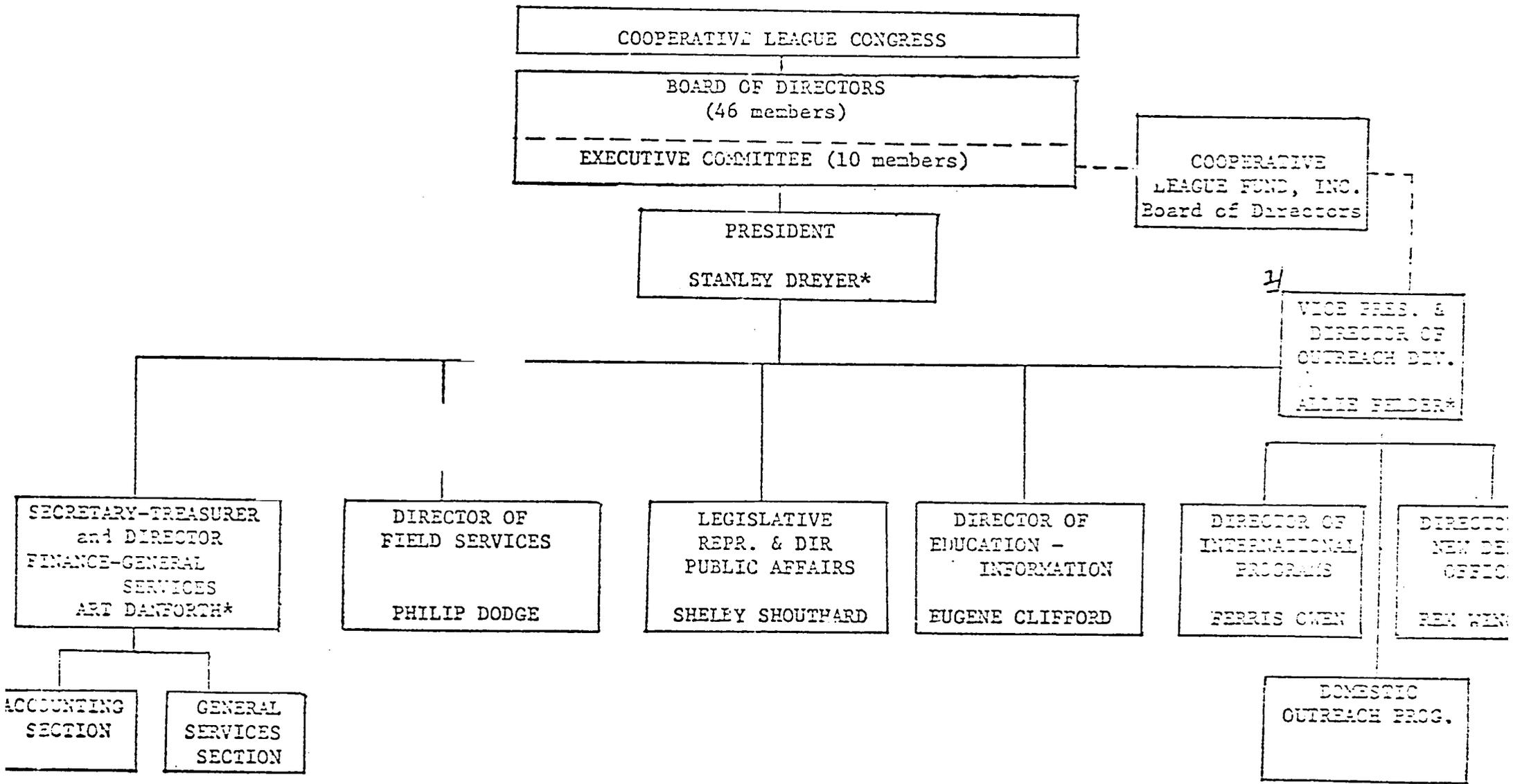
Project Title & Number:

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal: The broader objective to which this project contributes: To improve the quality of life of the low-income population of selected less developed countries by increasing net purchasing power of small and medium scale farmers presently engaged in marginal and subsistence farming, through business-like cooperative type enterprises.</p>	<p>Measures of Goal Achievement:</p> <ol style="list-style-type: none"> 1) New industries and handicrafts established. Increased opportunities for gainful employment. 2) Improved cooperative-government relations. 3) Self-sustaining cooperatives established. 4) Agricultural production of small farmers increases. 5) Per capita purchasing power and savings of rural farmers increases. 	<ol style="list-style-type: none"> 1) Government statistics in LDC's 2) International organizations reports. 3) Regular USAID reporting. 4) Annual evaluation of the grant. 	<p>Assumptions for achieving goal targets:</p> <ol style="list-style-type: none"> 1) LDC governments desire and allow democratic processes of cooperatives. 2) Farmers given sufficient incentives to significantly increase production. 3) Support from other agriculture projects and inputs. 4) Increasing world agriculture market demand. 5) Legislation established in LDC's which allows for growth of cooperatives. 6) Rate of inflation remains within reasonable limits.
<p>Project Purpose: Assist CLUSA in accelerating its present global cooperative development capability and replicating the successful rural development experience.</p>	<p>Conditions that will indicate purpose has been achieved: End of project status.</p> <ol style="list-style-type: none"> 1) Long-term planning capabilities existing in LDC's Government and Cooperative agencies. 2) Developmental plans for 4 LDC's will exist and some will be implemented. 3) Resources for implementation will have been mobilized. 4) A training capability in CLUSA will have been created for both staff and LDC projects. 5) Linkages established among LDC and U.S. regional cooperatives for technical and training support. 	<ol style="list-style-type: none"> 1) CLUSA and USAID's reports. 2) CLUSA documentation and/or field visits. 3) Funds and support available from other organizations. 4) CLUSA reports. 5) AID monitoring. 	<p>Assumptions for achieving purpose:</p> <ol style="list-style-type: none"> 1) CLUSA's successful cooperative development model is applicable elsewhere. 2) Funds from lending organizations for cooperatives continue to be available. 3) LDC's and U.S. regional cooperative movements continue to be interested in mutual exchange of assistance.
<p>Output: 1) Management Training capability for staff and LDC programs. 2) Senior Program Development Specialists, with secretarial and logistic assistance. 3) Improved program development criteria and evaluation system designed. 4) Developed evaluation models for agricultural cooperatives projects. 5) Utilization of the experience of the International Cooperative Alliance (ICA) in development of cooperatives projects.</p>	<p>Magnitude of Outputs:</p> <ol style="list-style-type: none"> 1) A management training coordinator with support staff and logistics. 2) 3 Senior Program Specialists with secretarial and logistic assistance. 3) Development criteria and evaluation system approved and in place. 4) Evaluation models for agriculture cooperatives projects. 5) 4 Country programs assisted by ICA. 	<ol style="list-style-type: none"> 1) CLUSA staffing patterns. 2) Personnel records. 3) CLUSA reports. 4) Direct observation 	<p>Assumptions for achieving output:</p> <ol style="list-style-type: none"> 1) That CLUSA will be able to locate and attract qualified staff. 2) That country programs will support field offices in program load and participation of costs. 3) That ICA has the resources and is disposed to assist LDC requirements.
<p>Inputs:</p> <ol style="list-style-type: none"> 1) AID: Core Grant 2) AID: Development Program Grant 3) U.S. Regional Agriculture Cooperatives: Experts on different fields for the Industry Advisory Teams and training. 4) LDC Cooperative Organizations: In-country support to costs and in kind. 	<p>Implementation Target (Type and Quantity)</p> <p>(See Narrative-Implementation Plan)</p>		<p>Assumptions for providing inputs:</p> <p>In addition to assumptions regarding provision of inputs discussed herein, the basic assumption is that CLUSA will continue to receive core support for its central office operation from AID, which provides administrative and technical backstop support for this planned program under a Development Program Grant.</p>

Best Available Document

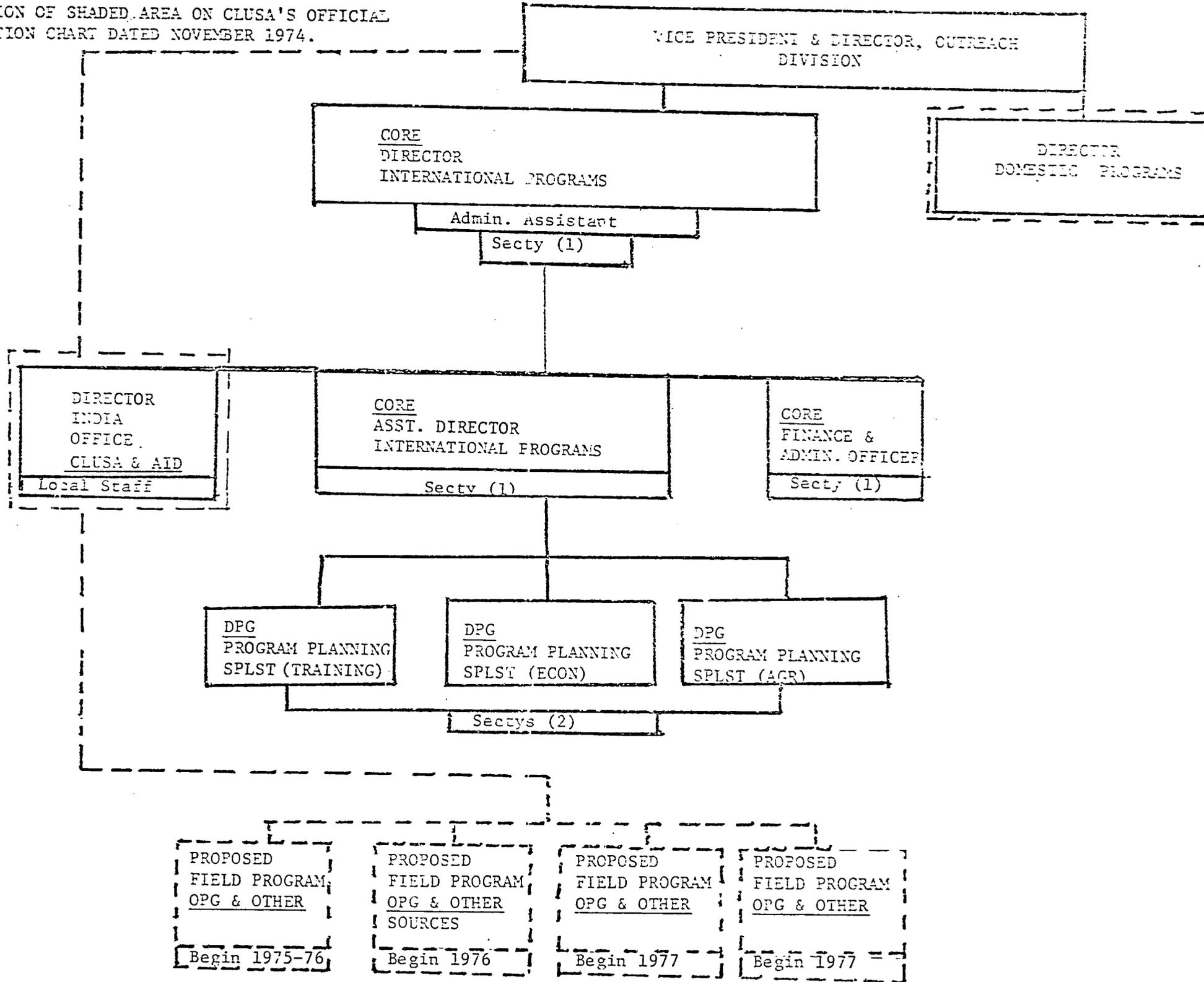
THE COOPERATIVE LEAGUE OF THE USA ORGANIZATION CHART
 (Showing relationship of Cooperative League Fund)

5



When the President is out the Vice President is the officer in charge and when he is out the Secy-Treas. is the officer in charge

1/ ELABORATION OF SHADED AREA ON CLUSA'S OFFICIAL ORGANIZATION CHART DATED NOVEMBER 1974.



MEMBER ORGANIZATIONS OF THE COOPERATIVE LEAGUE OF THE U.S.A.
(June 1974)

ACTIVE MEMBERS

Associated Cooperatives, Inc.
Central States Cooperatives, Inc.
Cooperative League of Puerto Rico
Cooperative Services, Inc.
Credit Union National Ass'n., Inc.
Eastern Cooperatives Inc.
Farmland Industries, Inc.
Ferndale Cooperative, Inc.
Foundation For Cooperative Housing
Landmark, Inc.
League Life Insurance Company
Midamerica Mutual Life Insurance Co.
Midland Cooperatives, Inc.
Mutual Ownership Development Foundation
Mutual Service Insurance Companies
National Ass'n Of Housing Cooperatives
National Rural Electric Cooperative Ass'n.
Nationwide Mutual Fire Insurance Company
Nationwide Mutual Insurance Company
United Housing Foundation
Universal Cooperatives, Inc.
Utah Cooperative Association
Urban Community Insurance Company

ASSOCIATE REGIONAL:

Cooperative Editorial Association
Indiana Farm Bureau Cooperative Ass'n.
New Cooperative Company

ASSOCIATE MEMBERS: AREA FEDERATION

American Travel Association
Association Of Illinois Electric Co-ops
Continental Association of Funeral And
Memorial Societies
Delaware Credit Union League, Inc.
Farmers Cooperative Grain Dealers Ass'n.
Federation Of Southern Cooperatives
Indiana Statewide Rural Electric Co-op, Inc.
International Cooperative Petroleum Ass'n.
Iowa Institute Of Cooperation
Kentucky Council Of Cooperatives
Louisiana Council Of Farmer Cooperatives
Michigan Credit Union League
Minnesota Association Of Cooperatives
Minnesota League Of Credit Unions
North American Student Cooperative
Organization.

ASSOCIATE MEMBERSAREA FEDERATIONS Con't.

Oklahoma Agricultural Cooperative Council
Parent Cooperative Preschools International
Rochdale Institute
Rural Electric Supply Cooperative
Southern Cooperative Development Fund
South Dakota Rural Electric Ass'n.
Technicoop, Inc.
Utah Council Of Farmer Cooperatives
Wisconsin Electric Cooperative Ass'n.
Wisconsin Federation Of Cooperatives

LOCAL COOPERATIVES

Ann Arbor Cooperative Society
Andover Consumers Cooperative, Inc.
Associated Cooperative Services
Badgerland Cooperative
Blue Ridge Electric Membership Corp.
Basin Electric Power Cooperative
Center Valley Cooperative Association
Chippewa Valley Electric Cooperative
Cloverbelt Cooperative Service
Common Market
Consumers Co-op Of New Haven, Inc.
Consumers Cooperative Association
Consumers Cooperative Of Pittsfield, Inc.
Cooperative Consumers Society, Inc.
Co-op Book Store
Cooperative Printing Association
Cooperative Sampo
Cloquet Cooperative Society
Co-op Enterprises Of Akron, Inc.
Decatur County Rural Electric Membership Corp.
Denmark Cooperative Services
Ecco Cooperative, Inc.
East River Electric Power Cooperative, Inc.
Farmway Co-op, Inc.
Garden City Co-op Equity Exchange
Greenhouse Association, Inc.
Group health Association, Inc.
Dairyland Power Cooperative
Dodge City Cooperative Exchange
Kewaunee Cooperative Store
Lake To Lake Dairy Cooperative
Malone Cooperative
Midland Services, Inc.
Panhandle Cooperative Association

MEMBER ORGANIZATIONS OF THE COOPERATIVE LEAGUE OF THE U.S.A. (cont.)

LOCAL COOPERATIVES (cont.)

Park Forest Co-op IV
Paulding Putnam Electric Cooperative, Inc.
Pioneer Cooperative, Inc.
Halibut Producers Co-op
Hanover Consumers Cooperative Society
Hyde Park Cooperative Society, Inc.
Federation Cooperative
Sioux Valley Empire Electric Association, Inc.
Southeastern Consumer Cooperative, Inc.
Tipmont Rural Electric Membership Corp.
Richland Cooperative Electric Association
Rehdale Federal Credit Union
Rudyard Cooperative Company
United Co-op Society Of Fitchburg
Western Dodge County Cooperative
Workers Cooperative Union, Inc.
York Center Community Cooperative, Inc.

COOPERATIVE LEAGUE OF THE U.S.A.

POSITION DESCRIPTIONS FOR TWO ADDITIONAL WASHINGTON BASED STAFF MEMBERS

TITLE: Program Planning Specialist (I)

REPORTS TO: Director of International Programs

LOCATION OF ASSIGNMENT: Washington, D.C. (Available for short overseas assignments)

REQUIREMENTS:

1. At least M.A. in economics and development program planning.
2. At least four years experience in project analysis methodology (benefit-cost analysis) and implementation methodology (critical path analysis) of the major bilateral and multilateral aid donors.
3. Previous experience in agricultural feasibility studies overseas covering especially agricultural credit; knowledge of various agricultural credit systems in the U.S. and LDC's.
4. Prefer working knowledge of one foreign language.
5. Long-term overseas assignment in agricultural credit programs desirable.

DESCRIPTION: At the request of the CLUSA Director of International Programs, the Specialist will:

1. Organize training of CLUSA core staff in development program planning and evaluation.
2. Evaluate the feasibility of proposed cooperative capital and human development programs with reference to congruence with national sector plans.
3. Assist various national authorities in the formulation of sector plans emphasizing maximization of benefits to small farmers through cooperatives.
4. Train other CLUSA staff members in cost-benefit analysis and planning methodology.
5. Advise established LDC cooperatives on financial planning and mergers.
6. Help to locate sources of financing for cooperative development projects.
 - (a) Soft loans - AID, regional development banks etc.
 - (b) Hard loans - International Cooperative Bank (ICIBA), commercial

TITLE: Program Planning Specialist (II)

REPORTS TO: Director of International Programs

LOCATION OF ASSIGNMENT: Washington, D.C. (Available for short overseas assignments)

REQUIREMENTS:

1. Previous experience in planning of major agricultural programs in LDC's.
2. Operational and/or managerial experience in U.S. farm supply and marketing cooperatives.
3. At least B.A. or B.S. in agricultural management or agricultural engineering.
4. One foreign language desirable.

DESCRIPTION: At the request of the CLUSA Director of International Programs, the Specialist will:

1. Be available to existing LDC cooperatives for consultation on planning and problems related to purchasing, physical distribution, and storage of input supplies, fertilizer mixing and collection, processing and marketing of farm products.
2. Assist various national authorities and donor organizations in the formulation of sector plans emphasizing maximization of benefits to small farmers through cooperatives.
3. Advise LDC cooperatives on desirable modifications in organizational structures, personnel policies and Board responsibilities.
4. Assist in the organization of new cooperatives where feasibility has been demonstrated (examples: agrarian reform or colonization programs).

COOPERATIVE LEAGUE OF THE U.S.A.

Draft Position Description

TITLE: Management Training Coordinator

REPORTS TO: Director of International Programs

LOCATION OF ASSIGNMENT: Washington, D.C. (with travel in U.S. and overseas)

REQUIREMENTS:

1. Previous experience in LDC's co-operative programs with significant training component.
2. Demonstrated ability to work with people at all levels in governments, cooperatives and private organizations in the LDC's and U.S.
3. Spanish (at least FS3 level).
4. At least B.A. or B.S. in a related field.

DESCRIPTION: At the request of the CLUSA Director of International Programs, the Coordinator will:

1. Analyze country and cooperative training needs in management, financial planning and related areas.
2. Develop training activities and programs to fill the needs. These may include the following types of programs: (in U.S.; in country; regional or multi-country; on-the-job training and periodic supervision.)
3. Secure personnel and facilities for development of the training programs and materials at major U.S. regional agricultural cooperatives.
4. Coordinate the operation of the training programs and preparation and adaptation of training materials.
5. Assist LDC cooperative organizations to make more effective use of existing cooperative training resources.
6. Establish on-going training functions in LDC cooperative organizations.

7. Establish direct relationships between cooperative organizations in LDC's and the U.S. for purposes of strengthening LDC cooperative management training.

CLUSA'S INTERNATIONAL EXPERIENCE

During recent years the Cooperative League has provided the following assistance in LDC's:

- (1) India - assisted 15 oilseeds processing cooperatives to begin operations and provided follow-up consultation on operations.
- (2) India - performed evaluation of the Farm Machinery Services Department of the Tudyalur Cooperative, Coimbatore District, Tamil Nadu.
- (3) India - provided advice on the technical and financial requirements for executive and technical training and regional dairy marketing systems for Operation Flood, a quarter billion dollar dairy project which will supply milk to Madras, Tamil Nadu; Bombay, Maharashtra; Calcutta, West Bengal and New Delhi, Delhi State.
- (4) India - provided financial and liaison assistance to the India fertilizer project, a 125 million dollar, two-plant complex at Kalol and Kandla in Gujarat State. The plants began operations in 1974 and serve ten (10) states.
- (5) India - assisted National Cooperative Union of India (NCUI) to strengthen its training and research programs at 67 regional cooperative training centers, the National Cooperative College of India and the Mehta Institute for Cooperative Management at Poona, Maharashtra. NCUI is headquartered in New Delhi.
- (6) India - Arranged and provided sponsorship for visits of three major delegations from the cooperative movements of India and the U.S. to gain new insights and to assist in planning for further Indian cooperative development.
- (7) India - Provided effective in-service training activities in the U.S. and third-world countries for Indian cooperative leaders and managers.
- (8) Panama - assisted in organizing the National Agricultural Cooperative Federation of Panama (COAGRO) which provides farm supplies and management assistance to 13 local member rural cooperatives.
- (9) Ecuador - assisted in establishing FENACOPARR, a regional rice marketing federation which is also providing farm supplies and accounting and auditing services to 30 member cooperatives.
- (10) Ecuador - assisted in the reorganization of the Production and Marketing Co-operative Federation, FECOPAM.
- (11) Ecuador - Assisted in organization of small coffee producers into local co-operatives, regional unions and a national coffee marketing co-operative federation which now handles 10% of Ecuador's coffee export quota.
- (12) Chile - assisted UNICOOP, the 17 supermarket cooperative chain, to negotiate supply agreements for 85% of its fruits and vegetables from rural producer cooperatives, some of which CLUSA helped to organize. Grades and standards systems have also been established with resulting

income increases to farmers in the producer cooperatives.

- (13) Nigeria - established plan for creating and re-establishing fishery cooperatives near Calabar in Southern Eastern State which CARE later implemented.
- (14) Thailand - assisted in organizing Cooperative League of Thailand and upgrading its training programs; also assisted in organizing the Co-operative Marketing and Purchasing Federation of Thailand.
- (15) Costa Rica - Assisted in conversion of Co-operatives Department of the National Bank of Costa Rica into an autonomous Institute for the Development of Co-operatives, INFOCO-OP, and provided technical assistance in administration, loan operations, co-operative education and agricultural marketing to INFOCO-OP and to local co-operatives and federations.
- (16) Bangladesh - assisted Integrated Rural Development Program (IRDP) of the Government of Bangladesh in a review of its plans relative to co-operatives and their participation in a supervised credit program and marketing, storage and processing operations.
- (17) Bangladesh - disbursed and supervised \$125,000 Emergency Relief Fund grant to help rehabilitate agricultural, fishery and weaving cooperatives.
- (18) Inter-American Development Bank (IDB) - assisted IDB in study of rural cooperatives in Latin America, their overall financing requirements and their ability to utilize increased financial resources.
- (19) International Cooperative Alliance - co-operated with the ICA in establishment of a clearing house to compile an inventory of existing educational and training materials in use in LDC's and preparation of a report recommending ways to improve the quality and quantity of such material.
- (20) Turkey - Completed study of processing and marketing operations of Guneydogu Cooperative Union (78 primary cooperatives), Gaziantep, and made recommendations on training and technical assistance needed.
- (21) Iran - Assisted World Bank in formulation of a program proposal for the transformation of two existing cooperative sector development organizations (one in general cooperative development and the second in credit and finance) into a major agricultural cooperative reform program.

Assistance has also been provided in the establishment of eight cooperative insurance companies in Latin America, most of which offer loan protection, life savings insurance and general risk coverage. Several of these have been established through credit union leagues. They are located in Ecuador, Guatemala, Colombia, Bolivia, Peru, Honduras and Chile, which has two. A feasibility analysis has been completed on a possible insurance cooperative in Taiwan. The feasibility of a crop insurance program run by co-operatives is being studied in Ecuador. The League also assisted in organizing cooperative banks in Ecuador, Chile, Colombia and Peru and has assisted banks loaning to cooperatives in Argentina and Costa Rica to strengthen their cooperative lending operations. Through its assistance to these banks, CLOSA has sought to help strengthen the Inter-American Cooperative Finance Development Society (SIDELOOP). CLOSA has also assisted the Organization of the Cooperatives of America (OCA) to strengthen its administration and program.

44

Advisory Committees for Cooperative League Development Projects

Fertilizer:*

(CFI Board of Directors as of August, 1974)

J. F. Anderson
Farmland Industries, Inc.
G. A. Burson
Gold Kist, Inc.
Owen Cooper
Mississippi Chemical Corp.
Homer Darby
Mississippi Chemical Corp.
Dr. Allie C. Felder, Jr.
Cooperative League of USA
H. C. Fledderjohn
ACDI
L. M. Leach
Indiana Farm Bureau Cooperative Association
Melvin E. Sims
FS Services, Inc.
O. Roy Wiebe,
Western Farmers Association
R. A. Young
Missouri Farmers Association, Inc.

Agricultural Credit

Linsey A. Crawford
Former President, Berkeley Bank for
Cooperatives
Glenn Fix
Formerly with FAR-MAR-CO
A. R. Gans
Formerly with Springfield Bank for
Cooperatives
Glenn Heitz
Federal Land Bank of St. Louis
Lloyd R. Ullyot
Former President, St. Paul Bank for
Cooperatives
E. Fred Koller
University of Minnesota
Harold Miles
Former Assistant to Governor,
Farm Credit Administration
Kenneth N. Probasco
Landmark
Homer G. Smith
Central Bank for Cooperatives
P. Robert Dougherty
Baltimore Bank for Cooperatives

Oilseeds Processing:

Don W. Sands
Gold Kist, Inc.
Roy B. Davis
Formerly with Plains Cooperative
Oilseeds Mill
Joe Givens
Dawson Mills
Ralph Olsen
Boone Valley Cooperative Processing
Association
Wayne Henry
FAR-MAR-CO
Robert Dimler
U.S. Department of Agriculture

Dairy:

R. H. Bonde
Land O'Lakes Creameries, Inc.
Burdette Fisher
Profit Management Development, Inc.
Glenn Lake
National Milk Producers Federation
George W. Weigold
Dairy & Food Industries Supply
Association
William C. Eckles
Formerly with Associated Milk
Producers, Inc.
Herbert L. Forest
U.S. Department of Agriculture
Gordon Loughlin
Consolidated Products Co.
Carl E. Zurborg
Mississippi Valley Milk Producers Assoc.

Farm Supply and Marketing:

Don E. Leatherman
FS Services, Inc.
Raymond E. Wilkinson
Formerly with St. Louis Bank for Co-ops
Walter B. Peterson
Agricultural Service Company
Sigved Sampson
Midland Cooperatives
James F. Torres
University of Wisconsin

* The original CLUSA advisory committee on fertilizer production and distribution was composed of individuals who assisted in the development of the India fertilizer project prior to the creation of CFI. Since the initiation of CFI, CLUSA has assumed that all needed advice on fertilizer production and dis-

Advisory Committees (continued)

Farm Machinery:

Wilmer Smith
Former Director, Plains Cooperative Oil Mill
Millard E. Lyler
Mar-Del-Va Farm & Power Equipment Assoc.
Noah Keefauver
Nationwide Insurance Companies
Del Miller
Missouri Farm Bureau
Insurance Companies

Livestock Production and Marketing:

Harold Hamil
Formerly with Farm and Industries, Inc.
Wilbur Jenny
Formerly with Land O'Lakes
Mark L. Keith
Landmark
Edwin L. Fox
ELFCO, Inc.

Insurance:

Robert Vanderbeck
League Life Insurance Company
Juan B. Aponte
University of Puerto Rico
C. Arthur Williams, Jr.
University of Minnesota
Donald Johnson
Nationwide Insurance Companies
Roman Eller
Mutual Service Insurance Companies

Rice:

Larry Toups
Louisiana Grain Exchange
Harlon Raylor
Louisiana State University
William R. Morrison
University of Arkansas
Bruno Schroeder
Texas Federation of Cooperatives

Consumer:

Samuel Ashelman
Former General Manager
Greenbelt Consumer Services
Vincent Checchi
Checchi and Company
Paul Nelson
Former Director of Operations,
Greenbelt Consumer Services
Robert Morrow
UNICOOP (Puerto Rico)
Walker Sandbach
Former General Manager, Hyde Park
Consumers' Cooperative
Robert Neptune
Associated Cooperatives

Grain:

Barney Adomeit
Former General Manager,
Illinois Grain Corporation
Nelson Cotton
Ohio Farmers Grain Cooperative
Jimmy Dean
FAR-MAR-CO
Lowell Hargens
Grain Terminal Association
Ken Peterson
Landmark, Inc.

Fishery:

K. F. Harding
Prince Rupert Fishing Cooperative
Alexander F. Laidlaw
Formerly with Cooperative Union
of Canada
Fred L. Olson
National Marine Fisheries Service
Don E. Reinhardt
Halibut Producers Cooperative

CLUSA'S TECHNICAL ASSISTANCE DELIVERY SYSTEM, INCLUDING ADVISORY COMMITTEES

CLUSA is utilizing an effective and unique delivery system developed over a period of nearly two decades, especially from its experience in India, which ensures effective transfer and exchange of historical and contemporary organizational, educational and business management know-how between U.S. cooperatives and counterpart organizations in LDC's.

CLUSA operates that delivery system on the premise that the institution-to-institution approach is vital for effective technical assistance to cooperatives in LDC's. The system is composed of project advisory committees and CLUSA core staff supplemented by use of U.S. cooperative fraternal delegations and other personnel as needed.

CLUSA has organized project advisory committees for each project or country program. These committees are composed of experienced top U.S. cooperative management and technical personnel and selected representatives of the academic community. Through these project advisory committees, cooperatives in the LDC's are in direct and continuing contact with like cooperative organizations among CLUSA member or sister organizations. The committees assist in recruitment for and reviews of proposed and ongoing projects and serve as continuing sources of technical advice. This allows for problems of growth of the LDC cooperatives to be considered in depth and on a practical basis. At the end of CY-1974 12 committees were operating in such areas as agricultural credit, oilseeds processing, dairy and fishery co-operatives, etc.

Key to the effective utilization of these advisory committees and efficient functioning of the delivery system is CLUSA's experienced core staff of three professionals and occasional use of co-op managers from member and sister organizations who:

- Assist co-op organizations and governments in LDC's identify problems and needs for external co-operative technical assistance.
- Interpret and transmit those problems and needs to the appropriate Cooperative League member and sister organizations.
- Elicit the involvement and commitment of appropriate cooperative organizations through formation of project advisory committees for each project or problem.
- Serve as a conduit and proper liaison with which to make the input of CLUSA member organizations and advisory committees effective, including screening and selection and orientation of personnel deputed to help with the problem or projects.
- Provide continuous administrative and program backstopping recognizing the need to plug in the right external technical know-how and institutional experience at the right time and in the right way.

Another important element in the CLUSA technical assistance delivery system is the use of fraternal delegations of U.S. cooperative leaders in visits with leaders of LDC cooperatives. Sometimes the exchange of delegations between U.S. and LDC cooperative organizations is employed. The U.S. cooperative fraternal delegations complement and supplement the work of the CLUSA advisory committees, core staff, consultants and long term overseas staff by:

1. Listening carefully to the overall plans of the cooperative movements of the countries visited.
2. Sharing of applicable U.S. experiences.
3. Discussing impressions of cooperative problems of the country, possible areas of collaboration and the applicability of the U.S. experience to the country's problems or plans.
4. Formulating possible areas of collaboration between cooperatives of the U.S. and the country based on the experiences of 1-3 and constructing these in the form of tentative recommendations.
5. Verbal informal discussion of these recommendations with concerned leaders of the country's cooperative organizations, government and appropriate U.S. agencies and personnel.

These discussions should elicit the following:

- a. Additional information on the applicability of the recommendations.
 - b. Commitment of the concerned U.S. agencies to implement such recommendations.
 - c. Necessary ideas and language with which to formulate the final recommendations.
6. Encouraging the cooperative leaders of the countries visited in their plans and programs

CLUSA is constantly endeavoring to be flexible and pragmatic in international technical assistance programs. For example, third-country nationals and experience from other developed and less-developed countries are often utilized in its international work.

CLUSA does not believe that there is inherent danger in government subsidies and participation in certain types of cooperative development as long as planned withdrawal of government assistance is accepted and assured when sufficient management know-how and capital have been accumulated in the particular cooperative assisted.

THE INDIA PROGRAM MODEL

1. India - The CLUSA program in India has fulfilled the seven conditions outlined in III-B above and serves as a model for the programs which CLUSA plans under the grant in other countries. Following is a discussion of the ways in which the seven conditions have been met in CLUSA's assistance work in India:

a. Collaboration with the International Cooperative Alliance or other international or regional cooperative organizations.

Joint membership in the ICA with cooperatives in the developing countries provides an umbrella under which collaboration can take place. Projects involving assistance from CLUSA become a part of a normal ICA relationship, eliminating much of the "donor-recipient" stigma. CLUSA collaborates with the ICA Office and Education Center for Southeast Asia, located in New Delhi, in the following ways:

- Consultation on cooperative assistance proposals for India and neighboring countries.
- Joint participation in research and training activities, thus spreading the benefits of Indian cooperative experience to other countries of the region.
- Each is represented on the Indian Committee on Foreign Cooperative Assistance.
- Inter-change and exchange of views of visiting cooperative specialists and consultants working at each.
- Mutual exchange of publications and library facilities.
- CLUSA represents the U.S. cooperatives and is channel of communications for them at the ICA regional level.

b. Fraternal relationships - The fraternal relationship of U.S. and Indian cooperatives is more than 20 years old and began with the invitation of the then Prime Minister of India, Mr. Nehru, to the Cooperative League to provide assistance to the cooperatives of India. CLUSA has collaborated closely with the National

Cooperative Union of India and the Indian Cooperative Union since the early days of its work in India. In late 1972 and early 1973 an exchange of fraternal delegations of U.S. and Indian cooperative leaders laid the ground work for an additional decade of collaboration between the two movements and highlighted specific types of cooperative development needing emphasis in India. This exchange was in the same pattern as the 1961 delegation of U.S. cooperative leaders who visited India and identified projects needing emphasis during the 1960's.

This fraternal relationship is significant since it has helped ongoing cooperative development programs of highest priority to continue during periods when the U.S. and Indian governments no longer had normal working relations. For example oilseed processing and dairy development cooperative assistance programs have continued during the last two years with outside funding. The relations between the cooperative institutions of the two countries have only grown stronger, and several AID funded activities have benefited from the continuing relationship.

c. Sustained relationship - The continuing financial commitment of CLUSA to the Indian program and the concessions from the Government of India as well as some AID financing in more recent years have permitted the continuity needed for the maximum development of the cooperative programs assisted by the office.

Operational, financial planning and educational programs must be continually updated as progress occurs in any cooperative development. Technical support for such development is most effective when scopes of work and timing of technicians' inputs can be closely related to needs of the recipient cooperative. Errors in management or board decisions are harder to correct after implementation.

d. Quasi-independence - The independence of the office has never been lost and has been strongly encouraged by the AID Mission even during periods when U.S. aid was temporarily suspended. AID personnel many times have expressed their

gratitude for having a place in which they can meet representatives of the Government of India and Indian cooperatives without official strictures being present. In the unofficial atmosphere of the CLUSA office plans for new cooperative ventures and supporting positions by all related parties including both governments can be worked out. Later, when official action is necessary a minimum of misunderstandings occur.

e. Involvement of LDC cooperatives and CLUSA in program planning - Collaborative planning by the cooperatives of India and CLUSA, the Government of India and AID has resulted in assistance to major cooperative projects in India. In 1967 the CLUSA delegation to India and Indian cooperative leaders developed an 8-point cooperative development plan recommending emphasis on development of rural electric, oilseeds processing, fertilizer production and consumer cooperatives and cooperative education and training. The plan recognized the Government of India 5-year plan and AID objectives. AID later provided support to cooperative projects in the first three-mentioned areas and the collaboration of U.S. and Indian cooperatives and the GOI and USAID in planning for cooperative development in India has continued.

As noted above, the 1973 CLUSA delegation to India also made recommendations on areas needing future emphasis in Indian cooperative development.

Resources generated by CLUSA from entities other than AID for development of cooperatives in India have totalled more than \$1.6 million. This does not include financing for the \$124 million cooperative fertilizer project.

f. LDC government and cooperatives support - Since 1962 the Government of India has granted CLUSA personnel in India concessional arrangements for India income tax, customs and import duties. These concessions were extended for three additional years, 1973-1975. The cooperatives of India have given CLUSA operations in India all possible assistance to facilitate the smooth implementation of the program. These concessions and the local cooperative support are essential and indicate the rapport and understanding which exists among the various parties.

g. Employment of CLUSA technical assistance delivery system - All of the elements of CLUSA's technical assistance delivery system have been utilized in India, including fraternal delegations, core staff, project advisory committees, short term consultants and long term personnel. From the beginning of the CLUSA program in India, CLUSA fraternal delegations and core staff have been involved in assisting Indian cooperative leaders, the GOI and other relevant parties to identify problems, decide where U.S. cooperative experience is relevant to Indian cooperatives, formulate plans for solving problems and implement programs. Each project assisted has had an advisory committee which assisted in advising on the wisdom of CLUSA assisting the project, the project proposal, recruitment and orientation of project personnel; in-field project reviews, project evaluation and redesign, participant training in the U.S. and answering of technical questions and supplying of technical data. Short-term consultants and long-term specialists on oilseeds processing, fertilizer production and distribution, farm machinery and dairy cooperatives projects have had their work supplemented by the advisory committees.

This back up support by qualified operational persons in U.S. cooperatives has provided the key to selection of personnel with maximum technical competency as well as the establishment of an important constituency in the United States which supports this kind of U.S. involvement in the developing world.

2. BRIEF ANALYSIS OF POTENTIAL TARGET COUNTRIES

a. Chile - CLUSA has had relationships of assistance and advice with the Chilean cooperatives starting in 1965. Assistance has been provided in the areas of cooperative education, agrarian reform, finance, insurance, food production, distribution and marketing, fruit and vegetable quality control, management training, and supermarket expansion.

CLUSA has also had long standing fraternal ties with the Chilean cooperatives through institution-to-institution relationships between insurance cooperatives. For example League Life Insurance of Detroit, Michigan sponsored a Chilean for 18 months of university graduate training in the U.S. There have also been direct supply contacts and marketing contacts which are now expanding. CLUSA technical teams have come from the U.S. cooperatives and thus have also served as fraternal delegations.

The Chilean cooperatives are stressing to CLUSA the need for an ongoing long term fraternal relationship which could involve trade as well as technical assistance. Representatives of both movements sit on the board of the International Cooperative Alliance (ICA), the Organization of Cooperatives of America (OCA) and the Inter-American Cooperative Finance Development Society (SIDEFCOOP).

b. Panama - This is another country in which CLUSA has had long standing advisory and technical assistance relationships to the cooperatives. CLUSA technical advisers and a team which reviewed the entire Panamanian movement and needs in 1969 were recruited from the leading U.S. cooperatives. There have also been modified exchange visits. CLUSA has arranged commercial contacts and assisted in purchasing farm supplies by Panamanian cooperatives. COAGRO, the National Agricultural Cooperative Federation of Panama, wishes to establish formal membership in U.S. supply and marketing cooperatives. CLUSA also has long standing relationships with the cooperative development personnel of the Government of Panama and serves in association with Panama representatives on the Board of OCA.

c. Costa Rica - A study of the entire cooperative movement in 1969 was the beginning of a continuing relationship between the cooperatives of the U.S. and Costa Rica. At present CLUSA is supplying four advisors to the National Institute for Cooperative Development, INFOCOOP, in the areas of management and administration, marketing, credit, and cooperative education. This assistance program reaches down to the local cooperatives. CLUSA and Costa Rica cooperatives share participation in OCA and SIDERCOOP. CLUSA has also proposed a fraternal visit of cooperative leaders to the U.S.

d. Ecuador - CLUSA has had a relationship of technical assistance to the Ecuadorian cooperatives since 1965. In addition to assistance to agricultural cooperatives (rice and coffee marketing cooperatives and farm supply cooperatives) CLUSA has also provided some assistance to insurance and consumer cooperatives. In addition the cooperatives of both countries participate in OCA and SIDERCOOP. The wide range of technical assistance provided through CLUSA has led the Ecuadorian cooperatives to express a wish for the establishment of more direct institution-to-institution relationship. CLUSA and the Ecuadorian cooperatives envision significant growth of the Ecuadorian cooperatives through their participation in a multinational type cooperative for fertilizer. There have been numerous modified exchange visits in both directions.

e. Indonesia - In 1970 the Cooperative League sponsored a fraternal visit of three U.S. cooperative leaders to Indonesia. During additional visits to Indonesia by CLUSA staff the Director General of Cooperatives and Indonesian cooperative leaders have expressed a strong desire for an institution-to-institution relationship with U.S. cooperatives, through CLUSA, and for an ongoing source of planning assistance for major cooperative development programs. CLUSA assisted ILO in the recruitment of a cooperative training and education specialist for the three man ILO/URDF cooperative team now in Indonesia. In addition CLUSA and Indonesian cooperative leaders have long been acquainted through their participation in the International

Cooperative Alliance. Assistance was also provided in planning the U.S. program of the Director General of Cooperatives and two of his staff members in June, 1972.

f. Thailand - CLUSA has had a continuing relationship with the cooperatives of Thailand since 1965. During 1967-1970 CLUSA provided 4 man years of technical assistance from private financing to assist the Thais in establishing the Cooperative League of Thailand (CLT) and the National Cooperative Purchasing and Marketing Federation (CMPF). CLUSA and CLT collaborate through the membership of both in ICA. In addition a number of CLUSA staff visits have been made to Thailand since 1970.

g. Sri Lanka - In response to requests CLUSA has discussed the provision of technical assistance to the cooperatives of Sri Lanka through the National Cooperative Council of Sri Lanka, a fellow member organization of the ICA. The ILO has requested that CLUSA provide assistance to a co-operative fisheries project in Sri Lanka which it formerly assisted. CLUSA staff members have visited Sri Lanka for consultations with its cooperatives.

h. Turkey - During April - May, 1974, CLUSA provided a consultant who completed a seven-weeks review of the operations of Guncydogu Cooperative Union, a federation of 77 small farmer co-operatives. In addition to CLUSA staff visits to Turkey, CLUSA and the Turkish Cooperative Association are both members of the ICA.

i. Ghana - CLUSA and the Alliance of Ghana Co-operatives have worked together as members of the ICA. CLUSA staff members have visited Ghanaian co-operative leaders, at their request, to review possible CLUSA assistance. The relationship dates from 1966.

j. Nigeria - U.S. and Nigerian co-operatives have had a collaborative relationship since the early 1960's when the Cooperative Union of Western Nigeria requested assistance in establishing an insurance program. This Union, as well as the Lagos Cooperative Union and the Mid-Western Nigeria Co-operative Federation, are ICA members along with CLUSA. CLUSA staff members have made several visits to assist Nigerian cooperatives in future planning. From July, 1965 - September, 1967, CLUSA provided an advisor to the Oshun and Ijesha Cooperative Marketing Unions (88 primary co-operatives) to assist in management improvement and crop diversification. CLUSA recently provided a resource person for a cooperatives and credit union conference of the Christian Rural Fellowship of Nigeria, an association of personnel working in Christian private, voluntary organizations in Nigeria.

k. Bangladesh - CLUSA, the Bangladesh Jatiya Samabaya Union and Provincial Fishermen's Cooperative Society collaborate through their membership in the ICA. CLUSA also provided a three member team which advised the cooperatives and Government of Bangladesh on planning for cooperative credit, management and marketing under the Integrated Rural Development Program (IRDP). In addition CLUSA received a \$125,000 grant from the Emergency Relief Fund for Bangladesh which was disbursed to agricultural, weaving and fishery cooperatives damaged during the 1971 war and subsequent floods. Staff visits to Bangladesh have been made in conjunction with both of these projects.

l. Iran - CLUSA and four Iranian cooperative organizations share membership in the ICA. The Iranian organizations are as follows: Sepah Consumers' Co-operative Society, Credit and Housing Co-operative Society of Iran, Central Organisation for Rural Co-operatives of Iran, Consumers' and Services Co-operative Society for the Ministry of Labour and Social Affairs Employees. In addition, CLUSA is currently providing a consultant for one month to advise on the manpower needs of the to-be-amalgamated agricultural cooperatives and the Cooperative Bank for Iran. This project is in conjunction with the World Bank.

COOPERATIVE LEAGUE OF THE U.S.A.

SUMMARY OF INTERNATIONAL AID AND NON-AID FUNDED
CONTRACTS AND GRANT PROGRAMS - CALENDAR YEAR 1973

<u>AID Funded Grants and Contracts</u>	<u>Total Cost</u>
Task Order 1 - Global	\$176,604
Task Order 2 - Latin America Regional	129,087
Task Order 4 - Ecuador	141,499
Task Order 6 - India ^{1/}	25,800
Task Order 7 - Panama	3,734
Task Order 8 - Bangladesh	3,920
Educational Techniques Grant (in cooperation with International Cooperative Alliance)	<u>6,426</u>
Total	\$487,070
<u>Non-AID Funded Grants and Contracts</u>	
Bangladesh Emergency Relief Fund	127,500
LA Regional Cooperative Study, Inter-American Development Bank	17,000
Costa Rica (INFOCOOP)	83,850
Argentine Exchange	1,986
India (Cooperative League Fund) ^{2/}	48,650
International Cooperative Alliance Development Fund	2,000
Offshore Co-op fertilizer research ^{3/}	<u>2,500</u>
Total	\$283,486 ^{4/}

Support for rupee costs of CLUSA India office - temporary pending resumption of USAID/India rupee grant.

Does not include contributions to CLUSA India office by the Government of India in the form of tax concessions, etc., estimated at \$35,000.

Obligated in 1973 - research not completed and payment not made as of 12/31/73.

Exclusive of time donated to CLUSA's international programs by CLUSA advisory committee members and other U.S. cooperative leaders; estimated monetary value of 1973 contributions: \$42,000 for a total of 324 man days of contributed time.