

**AGENCY FOR
INTERNATIONAL
DEVELOPMENT**



ANNUAL BUDGET SUBMISSION

FY 83

BURUNDI

BEST AVAILABLE

JUNE 1981

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

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* CRS has not yet submitted its Program Plans for FY 83 because of current lack of manpower. As soon as CRS submits its plan, AAO will forward the PL 480 Title II portion to AID/W after review and approval of AAO.

The Annual Budget Submission is an AID document. In discussing staffing, AAO/Burundi is recommending increases in staff under the FY 1983 minimum, current and AAPL decision packages to permit planning and implementation of projects. These levels do not, in any way, reflect Embassy approvals of increased mode ceilings. Any approvals of mode ceiling changes will be obtained through standard mode clearance procedures.

FY 1983 ANNUAL BUDGET SUBMISSION

TABLE I - LONG RANGE PLAN BY APPROPRIATION ACCOUNT (\$ Thousands)

Country/Office AAO/WINDI

DEVELOPMENT ASSISTANCE	FY 1981 EST	FY 1982 ^{**} EST	FY 1983 REQUEST			PLANNING PERIOD			
			NON	CURR	AAVL	1984	1985	1986	1987
<u>Agriculture, Rural Development and Nutrition:</u>									
Grants	2,000	3,100	3,610	3,610	3,796	7,000	8,400	10,500	10,500
Loans	-	-	-	-	-	-	-	-	-
<u>Population Planning:</u>									
Grants	-	-	-	-	734	1,000	1,200	1,500	1,500
Loans	-	-	-	-	-	-	-	-	-
<u>Health:</u>									
Grants	-	-	-	-	1,470	2,000	2,400	3,000	3,000
Loans	-	-	-	-	-	-	-	-	-
<u>Education:</u>									
Grants	-	-	-	-	-	-	-	-	-
Loans	-	-	-	-	-	-	-	-	-
<u>Selected Development Activities:</u>									
Grants	2,000	2,000	2,000	2,000	2,000	-	-	-	-
Loans	-	-	-	-	-	-	-	-	-
<u>SUBTOTAL FUNCTIONAL ACCTS</u>									
Grants	4,000	5,100	5,610	5,610	8,000	10,000	12,000	15,000	15,000
Loans	-	-	-	-	-	-	-	-	-
<u>OTHER PROGRAMS:</u>									
<u>AIP-Population</u>									
Grants	-	480	-	-	-	-	-	-	-
Loans	-	-	-	-	-	-	-	-	-
<u>Shelf Item - ARDH</u>									
Grants	1,144	-	-	-	-	-	-	-	-
Loans	-	-	-	-	-	-	-	-	-
PD & S Activities	138	107	87	87	87	-	-	-	-
<u>TOTAL FUNCTIONAL ACCTS:</u>									
Grants	5,282	5,687	5,697	5,697	8,087	10,000	12,000	15,000	15,000
Loans	-	-	-	-	-	-	-	-	-
<u>OTHER DA ACCTS:</u>									
Grants	-	-	-	-	-	-	-	-	-
Loans	-	-	-	-	-	-	-	-	-
<u>TOTAL DA ACCTS:</u>									
Grants	5,282	5,687	5,697	5,697	8,087	10,000	12,000	15,000	15,000
Loans	-	-	-	-	-	-	-	-	-
TOTAL DA and ESP	5,282	5,687	5,697	5,697	8,087	10,000	12,000	15,000	15,000
<u>PL 480 (non add)</u>									
Title II **	(2,253)	(3,000)							
Housing Guaranties	-	-	-	-	-	-	-	-	-
<u>Total Personnel:</u>									
USDH	6 ^{***}	7	9	9	9	10	10	11	11
FNDH	6 ^{***}	7	9	9	9	10	10	11	11

* Bururi Forest as a shelf item in FY 81

** Commodities only

*** Excludes one PT employee

FY 1983 ANNUAL BUDGET SUBMISSION

TABLE I - LONG RANGE PLAN BY APPROPRIATION ACCOUNT (\$ Thousands)

		Country/Office <u>AAO/RURUNDI</u>							
DEVELOPMENT ASSISTANCE	FY 1981	FY 1982 ^a	FY 1983 REQUEST			PLANNING PERIOD			
	EST	EST	MIN	CURR	AAPL	1984	1985	1986	1987
<u>Agriculture, Rural Development and Nutrition:</u>									
Grants	2,000	3,994	2,716	2,716	4,046	7,000	8,400	10,500	10,500
Loans	-	-	-	-	-	-	-	-	-
<u>Population Planning:</u>									
Grants	-	-	-	-	353	1,000	1,200	1,500	1,500
Loans	-	-	-	-	-	-	-	-	-
<u>Health:</u>									
Grants	-	-	-	-	707	2,000	2,400	3,000	3,000
Loans	-	-	-	-	-	-	-	-	-
<u>Education:</u>									
Grants	-	-	-	-	-	-	-	-	-
Loans	-	-	-	-	-	-	-	-	-
<u>Selected Development Activities:</u>									
Grants	2,000	1,106	2,894	2,894	2,894	-	-	-	-
Loans	-	-	-	-	-	-	-	-	-
<u>SUBTOTAL FUNCTIONAL ACCTS</u>									
Grants	4,000	5,100	5,610	5,610	8,000	10,000	12,000	15,000	15,000
Loans	-	-	-	-	-	-	-	-	-
<u>OTHER PROGRAMS:</u>									
AIP - Population									
Grants	-	480	-	-	-	-	-	-	-
Loans	-	-	-	-	-	-	-	-	-
FD & S Activities	138	107	87	87	87	-	-	-	-
<u>TOTAL FUNCTIONAL ACCTS:</u>									
Grants	4,138	5,687	5,697	5,697	8,087	10,000	12,000	15,000	15,000
Loans	-	-	-	-	-	-	-	-	-
<u>OTHER DA ACCTS:</u>									
Grants	-	-	-	-	-	-	-	-	-
Loans	-	-	-	-	-	-	-	-	-
<u>TOTAL DA ACCTS:</u>									
Grants	4,138	5,687	5,697	5,697	8,087	10,000	12,000	15,000	15,000
Loans	-	-	-	-	-	-	-	-	-
<u>TOTAL DA and ESF</u>									
	4,138	5,687	5,697	5,697	8,087	10,000	12,000	15,000	15,000
PL 480 (non add)									
Title II ^{**}	(2,253)	(3,000)							
Housing Guaranties	-	-	-	-	-	-	-	-	-
<u>Total Personnel:</u>									
USDH	6 ^{***}	7	9	9	9	10	10	11	11
FNDH	6 ^{***}	7	9	9	9	10	10	11	11

* Biruri Forest financed in FY 82

** Commodities only

*** Excludes one PT employee

TABLE ONE NARRATIVE

The AID program in Burundi is relatively new with the first bilateral projects being signed in FY 1980. In keeping with "doing more with less", an additional project was signed in FY 81 with two more scheduled to be ready for signing in late FY 81/82, depending on availability of funds. These achievements were accomplished by an AAO staff already stretched very thinly through their continuing efforts in successfully presenting these projects to the Host Government. Evidence of this success is reflected in a steadily increasing affirmative response to the various projects on the part of Host Government officials. All of the AID projects in Burundi concentrate on basic human needs. These types of agriculture and health projects have high staffing requirements. Implementation of these projects in one of the world's least developed countries, which suffers from a decided lack of trained, skilled manpower, must have, to ensure successful implementation, a higher ratio of USDH staff per million dollars of assistance than in other relatively better off developing countries, where one can implement large capital projects.

As previously mentioned, the AAO staff is barely managing to keep up with the design and implementation of current programs. This situation will become worse during the first half of FY 82 due to the scheduled transfer of the incumbent Assistant Program Officer and an anticipated delay of almost six months before the arrival of her replacement. The loss of even one USDH for this period of time, when several projects are just beginning implementation before arrival of contract staff, must be considered detrimental to achieving AID's goals as set forth in CDSS. With the advent of FY 82 Agricultural and Public Health/Family Planning projects, and the subsequent increase in workload and staff responsibilities, it becomes necessary that additional USDH and no less than two FSN positions be approved to augment existing AAO/B staff. Without such approval it will become increasingly difficult, if not impossible, to succeed in achieving agreed program goals. This will be particularly true in the area of Public Health/Family Planning, where a particular expertise, non-existent among the present staff, is vital to successful project planning and implementation.

In FY 83, it is further proposed that a DH Management Officer be assigned to replace the part-time Resident Hire DH who has been filling this position since mid FY 80 and will be departing post in December 82. While the Embassy remains willing to administratively support AID, such support has been and will continue to be limited because of the small GSO staff available to perform the support functions. As the various programs and staff expand, AAO must have an experienced officer in a full time

administrative support position to provide the multitude of administrative services necessary for an expanding program and staff. This would not only ensure continuity of support functions but would be a major factor in maintaining the surprisingly high level of morale enjoyed at the present time. AID has built as much administrative support into projects as it can, but until project staff are on board, the AID Management Officer carries the brunt of the burden.

An assignment of a projects officer is also projected for FY 83. As the number of projects in FY 83 increase, the sheer numbers and complexity of the projects will require a full time USDH responsible for contracts review, PILs, grant agreements, project papers, studies, etc., a quantitative increase in responsibilities that the present staff will not be able to absorb given their current workload. An increase of two additional FSN positions as program assistants is also anticipated to provide support in the Public Health/Family Planning and Agricultural areas.

One impact of a severely restricted operating expense budget in FY 80 and FY 81 has been in the area of AID office and residential maintenance. As a result, the AID offices have steadily deteriorated to the point where we may soon qualify as an AID recipient. The interior has not been painted since the facility was leased in late 1977. The furnishing and equipment are in need of renovation or replacement. There are no drapes or carpeting. Every effort has been expended to "make do" with what is available, but "make do" only goes so far. Increased funding for building maintenance has been budgeted.

At least one additional four-wheel vehicle will be needed as increased travel to the interior becomes necessary as programs reach implementation. All of our projects have their main area of operation outside Bujumbura. Due to the recent government removal of a "rent cap" on rental property, combined with a continuing shortage of housing and the resultant high demand, as well as substantial inflation, cost of rents for existing and anticipated leases has, of necessity, been increased. Because of the anticipated increase in USDH staff, \$50,000 has been budgeted for purchase of furniture and appliances, as have additional funds for purchase of office desks, equipment and related supplies.

There are no substantial increases in operating expenses foreseen other than those items described above.

TABLE III - PROJECT OBLIGATIONS BY APPROPRIATION ACCOUNT
 FY 1981 to FY 1983
 (\$ thousands)

Country/Office AAO/BURUNDI

APPROPRIATION ACCOUNT	FY 1981	FY 1982*	FISCAL YEAR 1983		
			MINIMUM	CURRENT	AAPL
<u>Agriculture, Rural Development and Nutrition:</u>					
FN 0101: Basic Food Crops G	700	1,420	1,338	1,338	1,338
FN 0106: Small Farming Systems Research G	744	1,680	2,272	2,272	2,458
FN 0108: Rural Road G	556	-	-	-	-
<u>Population Planning:</u>					
HE 0109: Burundi Family Health and Hygiene G See AIP below	-	-	-	-	734
<u>Health:</u>					
HE 0109: Burundi Family Health and Hygiene G	-	-	-	-	1,470
<u>Selected Development Activities:</u>					
SD 0103: Alternative Energy Peat II G	2,000	2,000	2,000	2,000	2,000
SUBTOTAL FUNCTIONAL ACCTS	4,000	5,100	5,610	5,610	8,000
<u>OTHER PROGRAMS:</u>					
Family Health/Planning Initiatives (AIP - PVO) G	-	480	-	-	-
FN 0105: Bururi Forest (Shelf Item) G	1,144	-	-	-	-
TOTAL FUNCTIONAL ACCTS:	5,144	5,580	5,610	5,610	8,000
TOTAL DA and ESF:	5,144	5,580	5,610	5,610	8,000

* : With Bururi Forest as a shelf item in FY 81.

TABLE III - PROJECT OBLIGATIONS BY APPROPRIATION ACCOUNT
 FY 1981 to FY 1983
 (\$ thousands)

Country/Office AAO/BURUNDI

APPROPRIATION ACCOUNT	FY 1981	FY 1982*	FISCAL YEAR 1983		
			MINIMUM	CURRENT	AAPL
<u>Agriculture, Rural Development and Nutrition:</u>					
FN 0101: Basic Food Crops G	700	1,420	1,338	1,338	1,338
FN 0105: Bururi Forest G	-	1,144	-	-	-
FN 0106: Small Farming Systems Research G	744	1,430	1,378	1,378	2,708
FN 0108: Rural Road G	556	-	-	-	-
<u>Population Planning:</u>					
HE 0109: Burundi Family Health and Hygiene G See AIP below	-	-	-	-	353
<u>Health:</u>					
HE 0109: Burundi Family Health and Hygiene G	-	-	-	-	707
<u>Selected Development Activities:</u>					
SD 0103: Alternative Energy: Peat II G	2,000	1,106	2,894	2,894	2,894
SUBTOTAL FUNCTIONAL ACCTS	4,000	5,100	5,610	5,610	8,000
<u>OTHER PROGRAMS:</u>					
Family Health/Planning Initiatives (AIP - PVO) G	-	480	-	-	-
TOTAL FUNCTIONAL ACCTS	4,000	5,580	5,610	5,610	8,000
TOTAL DA and ESF	4,000	5,580	5,610	5,610	8,000

* : Bururi Forest financed in FY 82.

TABLE IV PROJECT BUDGET DATA

NUMBER	PROJECT TITLE	G/L	OBLIGATION DATE		LIFE OF PROJECT COST	CUM PIPELINE AS OF 9/30/80	FY 1981		FY 1982 *		ESTIMATED U.S. DOLLAR COST (\$000)					ITEM #		
			INITIAL	FINAL			OBL	EXP	OBL	EXP	1983 AAPL	1984	1985	1986	1987		FUTURE YEAR	
																		4/80
FN 0101	Agriculture, Rural Development and Nutrition:	G	4/80	9/83	5.5	2,000	700	2,000	1,420	1,500	1,338	-	-	-	-	-	-	849
FN 0105	Basic Food Crops	G	10/81	10/81	1.1	-	-	-	1,144	415	-	-	-	-	-	-	-	-
FN 0106	Bururi Forest	G	8/81	10/83	4.9	-	744	-	1,430	1,800	2,708	-	-	-	-	-	-	363
FN 0108	Small Farming Systems Research Rural Road	G	7/80	7/81	0.9	370	556	200	-	400	-	7,000	8,400	10,500	10,500	-	-	550
	Future ARDN Projects																	
	Subtotal ARDN Activity					2,370	2,000	2,200	3,994	4,115	4,046	7,000	8,400	10,500	10,500	-	-	
HE 0109	Population Planning:	G	3/83	3/88		-	-	-	-	-	353	1,000	647	-	-	-	-	308
	Burundi Family Health & Hygiene Future Population projects																	
	Also see AIP below																	
	Subtotal Population Projects										353	1,000	1,200	1,500	1,500	-	-	
HE 0109	Health:	G	3/83	3/88	6.0	-	-	-	-	-	707	2,000	1,293	-	-	-	-	307
	Burundi Family Health & Hygiene Future Health Projects																	
	Subtotal Health Activity										707	2,000	1,107	3,000	3,000	-	-	
SD 0103	Selected Development Activities	G	7/80	6/83	8.0	2,000	2,000	700	1,106	1,400	2,894	-	-	-	-	-	-	772
	Alternative Energy: Peat II																	
	Subtotal SD Activities					2,000	2,000	700	1,106	1,400	2,894	-	-	-	-	-	-	
	SUBTOTAL DA PROGRAM FUNDING:					4,370	4,000	2,900	5,100	5,515	8,000	10,000	12,000	15,000	15,000	-	-	
	OTHER PROGRAMS:																	
	AIP:																	
	Family Health/Planning Initiatives (FVO)	G	10/81	10/81	0.5	-	-	-	480	480	-	-	-	-	-	-	-	
	PD & S Activities	G				28	138	138	107	107	87	-	-	-	-	-	-	
	TOTAL DA PROGRAM FUNDING:					4,398	4,138	3,038	5,687	6,102	8,087	10,000	12,000	15,000	15,000	-	-	
	PL 480, Title II ** (non add)																	
	* Bururi Forest financed in FY 82																	
	** Commodities only																	

SMALL FARMING SYSTEMS RESEARCH (695-0106)

1. Purpose: (a) To strengthen institutional linkage within the Ministry of Agriculture (MOA) between agricultural research and extension, as well as government linkages with the farming community, and to upgrade the MOA's and Burundi's Agricultural Research Institute's (ISABU) professional capability in the areas of both research and extension; and (b) to provide Burundi farmers with direct benefits from agricultural research undertaken at ISABU and its field research stations in the form of technological innovations verified by farm level testing in the project area.

2. Progress to Date/Background: PID was approved by AID/W on 11 July 1980. Design team is presently preparing PP in Burundi.

Much of rural Burundi consists of steep, often rapidly eroding small hand-worked fields with little evidence of erosion control, very low crop yields, few trees and numerous small herds of cattle and goats. Relatively little systematic in-depth knowledge exists about agronomic and human aspects of small holder farming systems and cropping systems into which improved crop varieties and techniques of cultivation would fit.

ISABU currently conducts research on its stations but has made few food crop trials in farmers' fields. Burundi already possesses the components necessary for performing integrated agronomic and socio-economic research, but they are not yet coordinated into a system. This project will help organize the conduct of cropping systems research and improve the effectiveness of research results disseminated by the extension service. Its goals are in direct relationship to the on-going Basic Food Crops project which will produce improved varieties of seed and plant materials for basic food crops, a proposed Agricultural Extension Project which will expand and strengthen MOA extension capabilities to assure delivery of appropriate technology to small farmers, as well as other donors' rural development programs.

3. Beneficiaries: Initially, the principal beneficiaries will include the residents of the commune in which the research begins. This figure will nearly double when the project reaches the second commune in its fourth year. Benefits to the commune families will include acquisition of new knowledge from project personnel about the means of increasing crop productivity and raising agricultural standards. ISABU and MOA will be the institutional beneficiaries. The project involves extensive upgrading of the agricultural extension service in the form of training and logistic support, and training of Burundian agricultural researchers in ISABU and of officials in the MOA.

4. Outputs:

- Improved capacity of ISAEU to conduct research directly applicable to small farms;
- Strengthen the outreach capacity of the extension service in the two project communes with methodology established for replication elsewhere;
- Mechanism established to provide two-way communication between farmers and research/extension work;
- Methodology developed for improving collection of country-wide agricultural statistics based on data collection experience in the project communes.

5. Life of Project: \$4,882,000

6. FY 82 Program:

	Obligation in '000	
	A *	B **
	<u>1,680</u>	<u>1,430</u>
<u>Personnel:</u>	834	1,072
<u>Training:</u>	646	300
<u>Research Grants:</u>	200	58

7. FY 83 Program (Minimum/Current):

	Obligation in '000	
	A *	B **
	<u>2,272</u>	<u>1,378</u>
<u>Personnel:</u>	1,322	966
<u>Training:</u>	605	346
<u>Research Grants:</u>	87	66
<u>Contingency:</u>	258	-

* A: Bururi Forest as shelf item in FY 81.

** B: Bururi Forest obligated in FY 82.

FY 83 Program (AAPL):

	Obligation in '000	
	A [*]	B ^{**}
	<u>2,458</u> ^{LOP}	<u>2,708</u> ^{LOP}
<u>Personnel:</u>	1,322	1,084
<u>Training:</u>	605	951
<u>Research Grants:</u>	87	229
<u>Contingency:</u>	444	444

8. Host Country and Other Donor Contributions: The Government of Burundi will contribute research trainees, some training and labor. ISABU will contribute researchers. (ISABU currently receives substantial Belgian technical assistance).

9. Date of First Major Evaluation: October 1983.

* : Bururi Forest as shelf item in FY 81.

** : Bururi Forest obligated in FY 82.

BURURI FOREST (695-0105)

1. Purpose: a) To preserve one of the last two remaining natural high altitude tropical forests in Burundi, the Bururi Forest; and b) to develop new sources of firewood and construction timber for the inhabitants of the Bururi area.

2. Progress to Date/Background: PID was approved by AID/W on 26 February 1980. AID/W project committee of revised PP was held on March 30, 1981 and went well. Full project review meeting took place April 9, 1981.

This 1,400 hectare area of relatively untouched forest in southern Burundi is the last large stand of many mature specimens of native trees, plants and wild-life of the Burundi section of what was once the extensive Nile Crest Forest. Because of the disappearance of the rest of the forest for fire and construction wood, the preservation of this forest tract is important if the remaining unique native species found there are ever to be studied, catalogued and examined for future use and historical interest. The project will produce plantations of fast growing trees around the forest for local fire and construction wood uses. The plantations, in conjunction with the Forest Service's other planting programs, will reduce pressure to cut the natural forests for firewood. The preservation of the forest will also stabilize ground water resources in the surrounding area. Life of project over three years (FY 1981-1983) is \$1,144,000.

3. Beneficiaries: The Forest Service and its personnel will be the immediate beneficiaries of the project. The secondary, long term beneficiaries, are the bulk of the country's rural populace who will have increased fuel and construction wood supplies and stabilized water sources.

4. Outputs:

- 1,400 hectares reforested;
- Protection of 1,400 hectares of existing natural high altitude forest;
- Increased availability of fuel and construction wood as a result of the planting;
- Strengthened institutional capacity of the Department of Water and Forests for innovative development and management of Burundi's forest and farm woodlot forests;

- Development of a conservationist attitude in the inhabitants of the Bururi area through an extension effort;
- Extending the use of fuel efficient wood stoves;
- Conducting some applied research to discover fast growing tree species adapted to growing conditions in Burundi.

5. Life of Project: \$1,144,000 includes:

<u>Personnel:</u>	161,080
<u>Participant Training:</u>	45,000
<u>Capital Investment including construction:</u>	223,000
<u>Other Costs:</u>	324,320
<u>Inflation and Contingency:</u>	390,600

6. Host Country and Other Donor Contributions: The United Nations, World Bank, France, Belgium, Saudi Arabia and the European Common Market all have site specific forestry programs, training and/or research activities in Burundi. The Government will provide AID's project with houses for GRB staff, construction of trails and firelanes, salaries of forestry personnel attached to the project as well as maintenance of project buildings, trails and firelanes. GRB's input totals \$220,000 or 16 percent of total project costs.

7. Date of First Major Evaluation: December 1983.

FAMILY PLANNING INITIATIVES (AIP)

1. Purpose: To help develop the Burundi Family Planning Association (BFPA) capability to make family planning information and services readily available to people in Bujumbura, and to develop a capacity for replication in other urban population centers and then in rural areas of Burundi.
2. Background: Burundi, like many developing countries, has difficulties in meeting the goals of its Five Year Plan for Economic and Social Development. A major reason behind these difficulties has been the high rate of population growth. The most obvious consequence of uncontrolled population growth in Burundi is the deteriorating effect it has on the man/land/food ratio. Estimates of population growth vary from 2.0 to 2.8 percent per year. The 1979 census count has estimated a 2.2 percent population growth.

The pressure of population on total available land was 154 persons per square kilometer according to the 1979 census. In 1990, with a population estimate of more than 5 million, the pressure will mount to 191 people per square kilometer. The man/land ratio on arable land will increase from 263 in 1979 to 326 people per square kilometer in 1990. A recent USAID survey study points out insignificant increases in basic food crops production during 1970-1979, but indicates a 17 percent increase in population. A decline of 6 percent occurred in the per capita output of basic food stuffs during the same period. The resultant land pressure, growing employment needs, food production and social services requirements have followed.

Burundi women's knowledge of conception and contraception is very limited. Many field workers in health and other related fields of social development are not yet sensitized to the necessity for family planning. This, in part, may be due to their strong pronatalist and somewhat fatalistic shared cultural heritage and lack of background to appreciate the economic and social consequences of uncontrolled population growth.

However, lately, some of the key government officials have become aware of, and concerned with, the mounting problem of the man/land pressures in Burundi and the threat posed by its rapid population growth. Several recent events have contributed to this, especially a demonstration of RAPID presentation conducted in February 1981 which dramatized the socio-economic consequences of rapid population growth

in Africa. The GRB then requested the development of a full analysis and presentation for Burundi. A demographic advisor from Ministry of Interior (MOI) has recently returned from training in RAPID analysis in the U.S. and the Burundi presentation is scheduled for June 1981.

A former Minister of Health, Dr. Nindorera, has recently obtained permission to open a private family planning center in Bujumbura. He has nearly completed the paperwork necessary for the formal establishment of a Family Planning Association (BFPA) and is actively seeking outside assistance in the establishment and functioning of such a center. Senior levels of Government are supporting Dr. Nindorera's efforts.

Dr. Nindorera's initiative represents an important step in developing Burundi's family planning policy. Using a voluntary agency, this project will help start-up and operate an information center/family planning clinic by providing technical assistance, participant training, laboratory, medical and clinical equipment, health education and training materials as well as communication materials, pharmaceuticals, contraceptives and furniture and other office equipment. AID will also, through the voluntary agency, contribute to public awareness campaigns on population dynamics and the value of family planning, especially as it concerns maternal and child health. Dr. Nindorera will provide basic conventional and clinical services himself, drawing on additional expertise when required. MOH has promised to provide assistance if needed.

3. Beneficiaries: The primary beneficiaries will be the women of child-bearing age in Bujumbura, the population of which is 141,040. About 44 percent of the female population are women "at risk".

4. Outputs:

- Family Planning Center equipped and functioning;
- Procurement, distribution and family planning service systems operational;
- Auxiliary medical personnel trained in family planning techniques;
- Increased percentage of women of child bearing age accepting family planning information and family planning devices;
- Pamphlets, posters, education material produced and in use in public awareness campaigns.

5. Life of Project: \$480,000

6. FY 1982 Program: Obligation: \$480,000

Personnel: 73,000

2 U.S. short-term family
planning consultants (6 pm)

Evaluation

Training: 66,000

20 short-term participants
(third country) (20 pm)

Commodities: 281,000

Laboratory equipment, medical and
clinical equipment, health education
and training materials, communica-
tion materials, pharmaceuticals,
contraceptives, furniture, office
equipment, one vehicle

Other Costs: 60,000

Seminars, clinical and medical
maintenance, travel, operating
expenses, POL

7. First Major Evaluation Date: September 1984.

RUKUNDI BASIC FAMILY HEALTH AND HYGIENE (695-0109)

1. Purpose: To establish (a) a management and logistic support system for basic family health care and (b) a community sanitation/hygiene program (including health education).

2. Background/Progress to Date: The majority of the 4.1 million Burundians do not have access to preventive health care. Most have no protection from diseases associated with contaminated water, poor sanitation and environmental hygiene, and inadequate immunization against contagious diseases. Because of the low nutritional content of the average Burundi diet, infants and children are particularly susceptible to childhood diseases. A recent Health Sector/Study has shown that the combination of infectious and parasitical diseases together with malnutrition account for as much as 93 percent of all deaths in pre-school children in Burundi. As a result, the most frequented reported diseases (diarrhea, malaria, measles and intestinal parasites) which are usually not considered fatal, are responsible for much of the mortality in Burundi.

In addition to these health problems, which continuously sap the population's vitality and reduce economic productivity, Burundi's demographic situation is not encouraging. The rate of population increase was somewhere between 2.2 and 2.8 percent in 1980. Using the higher rate, the population of Burundi will double in 25 years. In addition, 43 percent of Burundi's population is under age 15. This growth and age pattern has put a tremendous strain on the limited resources available for food, housing, education, employment and provision of medical and social services.

The GRB has inherited a complex European curative health care system which it is attempting to expand. However, the public health system probably reaches no more than 10 percent of the people with a limited amount of predominantly curative services. The rural population is largely dependent on missionary-operated medical dispensaries. The GRB has, however, recently begun to stress preventive health care. The Five Year Plan (1978-1982) includes initiation of a public health program, training of medical and paramedical personnel, health education at the community level, and outreach of health services to the rural population. However, medical staff have not received adequate training in preventive medicine and there is a general shortage of trained paramedical and auxiliary personnel, especially in the areas of management. GRB's efforts are hampered by a poor transportation and communication system, and a lack of financial resources to equip health facilities and support staff. Health education and health extension are almost non-existent.

However, certain encouraging events have occurred in the past two years that indicate an increasing awareness and concern among GRB officials regarding the health and welfare of the Burundian people. Chief among these are:

a. A Burundi Family Planning Association. The GRB, while not yet stating a definitive national population strategy, has allowed for the provision of family planning services (or desired births) in the capital of Bujumbura. To this end, AID will help finance and equip a private family planning center in FY 82 using a voluntary agency and begin the first public awareness campaign on population dynamics and family planning to take place in Burundi.

b. Expanded Program of Immunization (EPI). In 1980, the GRB began its first real effort in preventive medicine by establishing a five-year program of immunization to reduce childhood morbidity and mortality. The goal is to provide vaccine coverage to 50 percent of all children in Burundi against the six most common communicable diseases: measles, tuberculosis, polio, diphtheria, tetanus and whooping cough. Under a FY 81 obligation, AID's regional EPI program is now providing some of the missing items in the MOH's cold chain, logistic support with vehicles and other running costs, and some additional training inputs. UNICEF supplies all vaccines and vaccine material.

c. UNICEF's Rural Water Supply and Sanitation Project. Based on a 1977 feasibility study of the rural water supply situation in Burundi, GRB requested UNICEF to begin implementing a rural water supply and sanitation project in 1979. The goal is to cap 4,300 springs, repair about 2,500 springs and provide safe water for schools and health facilities through gravity schemes or rain-collecting devices. The project presently operates in half of Burundi's communes and 515 springs have been capped so far. The springs were to be capped in conjunction with health and sanitation education in schools and fixed health and social facilities. However, the health portion remains largely unimplemented, and the phase providing clean water for schools and dispensaries has not yet begun as UNICEF is running out of funds.

3. Project Components: Given the nature of the country's needs in the health sector, as well as the constraints and limited resources available to address them, AID proposes to concentrate on improving logistics to those primary health care services that can continue to function irrespective of the fortunes of the GRB and UNICEF budgets. The major components of this program will be those of reproductive health and family planning, expansion of GRB's vaccination activities, clean water supplies and basic preventive health education with emphasis on environmental sanitation and hygiene, that will capitalize on the rural population's capacity to help themselves, utilizing locally available resources.

Specifically, there are four mutually reinforcing components in this project:

a. Pursuing available options for a continuing population strategy in Burundi. This would include expanding the services of the Bujumbura's Family Planning Center with promotional, research, teaching and services activities; construction of other family planning satellites in Burundi's provincial urban centers, and introduction of reproductive health and family planning concepts and materials into the curricula of medical and nursing schools. A possible next step would be to use the existing dispensary/social center network in Burundi as a vehicle for the introduction of population education and family life education concepts. The ultimate goal would be a large-scale outreach project which would aim at near total family planning coverage.

b. Support to GRB's Immunization Program. Initially, this component will provide continuing support for cold chain equipment and technical and logistic support needed for GRB to successfully implement its five year program of immunizing 50 percent of all children against the six communicable diseases mentioned above. However, realizing that an immunization campaign provides only an intermittent disease control service, this component will be designed to strengthen the capacity within the MOH to continue to carry out immunization and control programs after completion of project; for example, by incrementally increasing immunization services by 10 percent a year. Primary health care and diarrhea control activities as well as immunization of pregnant women against tetanus will be included.

c. Support to UNICEF's Rural Water and Sanitation Project. This component will provide the necessary equipment to continue the capping, repair and maintenance of springs and the establishing of gravity water supply systems as well as to expand and reinforce the preventive health/sanitation/hygiene education subcomponent of the program which is particularly weak so far. Thus, spring capping will be done in conjunction with health education in schools and fixed health and social center facilities on how to use and maintain clean water. (Since the UNICEF project has no built-in evaluation, AAO has requested the services of the Water and Sanitation for Health Project (WASH) and a REDSO/EA water engineer to help evaluate the impact of the water systems already built and to explore other areas of which AID might be of assistance.)

d. Training in Health Education/Preventive Medicine/Hygiene. This training component will help GRB train and maintain a cadre of health extension workers who can extend basic health education/preventive medicine and hygiene directly to the rural population. It will provide basic health education material to fixed health and social centers in Burundi, test these materials for applicability in the Burundian milieu and train GRB personnel in proper usage of these materials. The materials will focus on preventive and primary health care services for the rural population with major subcomponents including environmental sanitation and hygiene, MCH/family planning, promotion of clean water supplies, the proper elimination of wastes, vector control and other methods and techniques of preventive health care.

4. Beneficiaries: Primary beneficiaries will be women of child bearing age (44 percent of the female population are women "at risk") and the rural families with access to immunization services, clean water supplies and primary health education/preventive medicine and sanitation/hygiene services. Secondary beneficiaries will be the GRB personnel who will receive an increased capacity to plan, administer and extend their programs in rural areas.

5. Life of Project: \$6 million. (Five year project)

6. Outputs:

- Urban family planning centers constructed, equipped and functioning;
- Procurement, distribution and family planning service systems operational;
- 4,300 springs capped, all previously capped springs repaired and approximately 250 kms of gravity schemes to fixed health and social centers established;
- Public health administration and logistic support upgraded;
- Sanitation/hygiene, water safety, community health, family planning and immunization programs implemented;
- Personnel trained in all above mentioned categories.

7. FY 1983 Program: Obligation: \$1,060,000*

Personnel: 489,000

1 U.S. long-term family planning education communication advisor (12 pm) (Probably will also teach at Faculty of Medicine)
1 U.S. long-term health program management advisor (12 pm)

1 U.S. long-term advisor in water/supply management (12 pm)

1 U.S. long-term advisor in community health education (12 pm)

2 U.S. short-term consultants in family planning distribution/methodology (4 pm)

* If Bururi Forest is accepted as shelf item in 1981, we will obligate \$2,204,000 for FY 83 adding an in-country training seminar in public health (\$30,000) and increase commodities by \$1,114,000.

1 U.S. short-term consultant in
immunization management (3 pm)

1 U.S. short-term consultant in
community health education/
preventive medicine (2 pm)

Training: 100

Long-term training in public health
for 2 Burundians (24 pm) (third
country)

Short-term participants in family
planning services, immunization
and clean water management, health
education/sanitation/hygiene
(third country)

Construction: 60

Construction of one urban family
planning center

Commodities: 380

Training material and equipment,
laboratory equipment, medical and
clinical equipment, contraceptives,
office equipment, cement, concrete
bars, tools, water rehabilitation
schemes, vehicles

Other Costs: 31

Seminars, in-country travel,
operating expenses, POL

8. Date of Major Evaluation: March 1984.

TABLE V - FY 1983 PROPOSED PROGRAM RANKING

RANK	DECISION PACKAGES/PROGRAM ACTIVITY DESCRIPTION	ONGOING/ NEW	LOAN/ GRANT	APPROP. ACCT.	PROGRAM FUNDING (\$000)		WORKFORCE (Number of Workmonths)			
					INCR	CUM	INCR	CUM	INCR	CUM
DECISION PACKAGES MINIMUM/CURRENT:										
	Total Pipeline: Projects Funded LOP: FN 0108: Rural Road FN 0105: Bururi Forest					(5,984)	84	84	84	84
	Pipeline in On-going Projects: FN 0101: Basic Food Crops FN 0106: Small Farming Systems Research SD 0103: Alternative Energy: Peat II					(620) (624) (3,900)				
	New and Continuing Projects*: 695-0101: Basic Food Crops 695-0103: Alternative Energy: Peat II 695-0106: Small Farming Systems Research PL 480, Title II**	0 0 0	G G G	FN SD FN	1,338 2,000 2,458	1,338 3,338 5,796	24 24 24	24 24 24	24 24 24	108 108 108
1	Basic Workforce				5,796	5,796	108	-	108	-
2	Total Minimum and Current Packages and Related Workforce									
DECISION PACKAGE AAPL:										
6	695-0109: Burundi Family Health & Hygiene Program Office Workforce Increment	N	G	HE/POP	2,204	8,000	-	108	-	108
7	Total AAPL Package and Related Workforce				8,000	8,000	108	108	108	108

* : Bururi Forest as a shelf item in FY 81
 ** : Commodities only

TABLE V - FY 1983 PROPOSED PROGRAM RANKING

RANK	DESCRIPTION	ONGOING/ NEW	LOAN/ GRANT	APPROP. ACCT.	Country/Office AAO/BURUNDI					
					PROGRAM FUNDING (\$000)		WORKFORCE (Number of Workmonths)			
					INCR	CUM	INCR	CUM		
	DECISION PACKAGES MINIMUM/CURRENT:									
	Total Pipeline:									
	Projects Funded LOP:									
	FN 0108: Rural Road									
	FN 0105: Bururi Forest									
	Pipeline in On-going Projects:									
	FN 0101: Basic Food Crops									
	FN 0106: Small Farming Systems Research									
	SD 0103: Alternative Energy: Peat II									
	New and Continuing Projects:									
1	695-0101: Basic Food Crops	0	G	FN	1,338	1,338	24	24	24	108
2	695-0103: Alternative Energy: Peat II	0	G	SD	2,894	4,232				
3	695-0106: Small Farming Systems Research	0	G	FN	2,708	6,940				
4	PL 480, Title II**					6,940				
5	Basic Workforce					6,940				
	Total Minimum and Current Packages and Related Workforce				6,940	-	108	-	108	-
	DECISION PACKAGE AAPL:									
6	695-0109: Burundi Family Health & Hygiene	N	G	HE/POP	1,060	8,000				108
7	Program Office Workforce Increment					8,000				108
	Total AAPL Package and Related Workforce				8,000	-	108	-	108	-
	* : Bururi Forest as FY 82 obligations									
	** : Commodities only									

PROPOSED PROGRAM RANKING NARRATIVE

Program Strategy: Landlocked Burundi is one of the "Relatively Less Developed Countries" in the world with per capita income of about \$140. It has one of the highest population densities in Africa, while food production stagnates, the environment deteriorates as fuel availability decreases rapidly, and the poor suffer from illnesses associated with underdevelopment.

The basic objective of AID's strategy is to help solve the land/food/population dilemma faced by the rural poor possessing a small resource base. Specifically, AID's three strategy objectives for resolving this dilemma are:

- Increasing food availability to the rural poor, particularly in densely populated areas;
- Reducing the rate of loss of arable land to soil erosion and increasing the availability of alternative energy sources to the rural and urban poor; and
- Improving the delivery of health and family planning services.

AID's ultimate objective regarding the food production is eventual implementation of specific food crop production programs to improve both food availability and nutrition for the rural poor. A key problem which must be solved in order to increase subsistence food production is reaching the food crop producer. AID's first food production activities began in FY 1980 with a project to multiply improved varieties of food crops seeds and to construct a farm-to-market road. The Small Farming Systems Research (SFSR) project (scheduled to begin in late FY 1981 or FY 1982 depending on funding availabilities) will test agronomic research results on farmers fields for socio-economic suitability and providing linkages to the extension system. It will also provide data for planning and implementing other extension and production programs, including a FY 1984 AID financing agricultural extension/production program, as well as other donors' rural development program.

Soil conservation, afforestation and energy use are other fields crossing sector lines. Burundi's steep slopes and dense population have exacerbated erosion problems as more marginal land is cultivated, and trees are cut to meet fuel needs. Burundi has only three percent of its area covered by forest at present, and current rates of consumption will reduce the forested area by sixty percent within five to seven years. We hope to finance the Bururi Forest project as a FY 1981 shelf item or in FY 82. It combines the preservation of a small remnant of highland forest with testing and extension of more efficient rural cookstoves. Another alternative to meet the current energy needs, while preserving the tree cover necessary for environmental protection, is peat. Burundi has more than four million tons of proven and tested peat reserves excluding the Grand Marais, a peat bog located at the Burundi/Rwanda frontier which has an estimated peat reserve of 35 million tons. AID has taken the lead in helping develop Burundi's peat reserves. The Alternative Energy: Peat II project should result in peat replacing wood and charcoal in 60 percent of Bujumbura's households, as well as using it for light industry and institutions.

Burundi's food production and the soil/forestry/fuel problems are exacerbated by an expanding population, growing at a rate variously estimated at 2.2 to 2.8 percent. The growth rate puts a tremendous strain on the limited resources available for food, housing, education, employment and provision of medical services. At present, most people have little or no protection from diseases associated with contaminated water, poor sanitation and environmental hygiene, as well as inadequate immunization against contagious diseases. AID's projects to reach the third strategy objective will start with a small AIP type family planning project using a voluntary agency to provide family planning material and equipment to Bujumbura's first private family planning clinic. AID will also begin the country's first public awareness campaign on population dynamics and family planning. In FY 1983 AID will undertake a substantial family health project which will also include expanding the services to the family planning clinic and providing other family planning sub-clinics in Burundi's other urban areas.

Program Ranking: The Tables in this report are based on two factors: (a) Bururi Forest as a shelf item in FY 81 and (b) Bururi Forest obligated in FY 82. In either case, we intend to obligate the life of project funding of \$1,144,000 for Bururi Forest in one year. This project aims at preserving one of the last two remaining natural high altitude tropical forests in Burundi, and developing new sources of firewood and construction timber in the Bururi Forest. AAO is of the opinion that unless strong corrective action is taken now, the remaining woodlands will disappear within the next decade.

1. AAO assigns its highest priority in FY 1983 to its on-going Basic Food Crops project which helps the Burundi government make available improved varieties of basic food crops and production techniques to subsistence farmers. This project is part of a decade-long high altitude food production program which has several aspects: research, seed multiplication, extension and marketing/distribution. AID's portion of the project is the seed multiplication component while the European Development Fund (FED) intends to finance the extension program under the Fifth FED. Providing \$1,338,000 will complete life of project funding in FY 1983.

2. Peat II is ranked second in priority. This second phase of AID's alternative energy program will expand peat production and use in Burundi. If Bururi Forest is financed as a FY 1981 shelf item, final obligation of \$2,000,000 will be made in FY 1983. If Bururi Forest is financed in FY 82, \$2,894,000 is needed to complete life of project funding in FY 1983.

3. Small Farming Systems Research project aims at strengthening institutional linkages between agricultural research and extension while implementing applied agricultural research on cropping systems, improving knowledge of agricultural production practices and constraints at the farm level, and upgrading institutional capabilities particularly in areas of agricultural research. If Bururi Forest is financed as a shelf item in FY 81, we are requesting \$2,272,000 in FY 1983 under the minimum and current budget or \$2,458,000 under the AAPL (which will complete the project at the levels foreseen in the PID). If Bururi Forest is obligated in FY 82, we request \$1,378,000 under minimum and current levels and final funding of \$2,708,000 under AAPL level.

4. PL 480, Title II, food program is distributed through all five components of the CRS program; i.e., maternal and child health, school funding, other child feeding, food-for-work and welfare. Because of the present lack of manpower in CRS, it has not yet submitted its Program Planning for FY 83. AAO will therefore submit the PL 480 Title II portion separately to AID/W upon review and approval of AAO.

5. In FY 1982 our next priority goes to the AID-funded Family Planning Initiatives project which is financed by regional funds and will be the first actual family planning project in Burundi.

6. If the AAPL level of \$8 million becomes available in FY 83, AAO will begin a much larger health and family planning project that year. Burundi's Family Health and Hygiene project is ranked fifth of FY 1983 funded projects and sixth overall. In addition to its family planning activities, this proposed project will strengthen the Ministry of Health's capacity to carry out immunization and control programs after completion of the Expanded Program of Immunization project. It will also support UNICEF's on-going rural water and sanitation project by financing provision of preventive health/sanitation/hygiene education to schools and dispensaries and continuing work on spring development and maintenance. Tying these health aspects together will be a fourth and last component which will help GRB train and maintain a cadre of health extension workers who can extend basic health education/preventive medicine directly to the rural population.

Workforce Recommendations: With the Family Planning Initiatives project in FY 82, an additional workforce increment of one public health and family planning officer will become necessary. One additional local hire position will also be required for program development support in the health sector. In FY 1983, the workforce increment consists of one project officer to help implement new FY 83 and 84 projects and one full-time Management Officer to replace the part time resident direct hire who will leave post in December 1982. Two additional local hire positions will be needed to support new project planning and implementation. Under these levels, there will be a total of nine U.S. direct hire employees and nine local employees.

TABLE VIII
OPERATING EXPENSE SUMMARY

	FY 1980		FY 1981		FY 1982				
	(\$000's)	Related Workyear	Unit Cost	(\$000's)	Related Workyear	Unit Cost	(\$000's)	Related Workyear	Unit Cost
<u>COST SUMMARIES</u>									
US Direct Hire	296.8	6.5	45.7	386.7	7.0	55.2	456.9	6.8	67.9
FN Direct Hire	48.2	4.5	10.7	75.6	6.0	12.6	111.0	8.0	13.8
US Contract Pers.	-	-	-	-	-	-	15.0	1.0	15.0
FN Contract Pers.	-	-	-	-	-	-	20.0	2.0	10.0
Housing Expense	99.2	9.0	11.0	108.5	9.0	12.0	172.8	10.0	17.2
Office Operations	148.7	xx	xx	210.7	xx	xx	246.4	xx	xx
Total Budget	592.9	xxx	xxx	781.5	xx	xx	1,022.1	xx	xx
Mission Allotment	351.7	xxx	xxx	398.3	xx	xx	616.0	xx	xx
FAAS	5.6	xxx	xxx	86.1	xx	xx	90.0	xx	xx
Trust Fund	-	xxx	xxx	-	xx	xx	-	xx	xx

TABLE VIII

	FY 1983			FY 1983			FY 1983		
	(\$000's)	Related Workyear	Unit Cost	(000's)	Related Workyear	Unit Cost	(\$000's)	Related Workyear	Unit Cost
<u>COST SUMMARIES</u>									
US Direct Hire	481.3	7.0	68.7	508.2	8.0	63.5	508.2	8.0	63.5
FN Direct Hire	119.2	9.0	13.2	130.0	10.0	13.0	130.0	10.0	13.0
US Contract Pers.	15.0	1.0	15.0	15.0	1.0	15.0	15.0	1.0	15.0
FN Contract Pers.	20.0	2.0	10.0	20.0	2.0	10.0	20.0	2.0	10.0
Housing Expense	185.6	10.0	18.5	232.9	11.0	21.1	232.9	11.0	21.1
Office Operations	238.1	xx	xx	238.9	xx	xx	154.6	xx	xx
Total Budget	1,059.2	xx	xx	1,145.0	xx	xx	1,145.0	xx	xx
Mission Allotment	619.7	xx	xx	681.7	xx	xx	681.7	xx	xx
FAAS	90.0	xx	xx	90.0	xx	xx	90.0	xx	xx
Trust Fund	-	xx	xx	-	xx	xx	-	xx	xx

AGENCY FOR INTERNATIONAL DEVELOPMENT
OVERSEAS WORKFORCE REQUIREMENTS
IN WORKMONT4S

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04/15/81

BUREAU: BUREAU FOR AFRICA

04/15/81

DECISION UNIT: BURUNDI

ITEM	US/ FN	FUNC TION	SKILL	POSITION NUMBER AND TITLE	LEVEL	CAT	PERS	WORK	SHC	FY	81	FY	82	FY 1983			ABOVE	PLAN	FY	84	FY	85
														AT	AT	AT						
														MIN	CURR	AAPL						
738	U	10	011	50006 AID AFFAIRS OFFICER	M	-	40	12	12	12	12	12	12	12	12	-	-	12	12	12	12	
739	U	10	050	50060 SECRETARY	E	-	40	12	12	12	12	12	12	12	-	-	12	12	12	12	12	
747	U	20	023	50031 PROGRAM OFFICER	M	-	32	12	12	12	12	12	12	12	-	-	12	12	12	12	12	
748	U	20	023	50080 ASSISTANT PROGRAM OFFICER	M	-	40	12	12	12	12	12	12	12	-	-	12	12	12	12	12	
757	U	34	091	50070 GENERAL DEVELOPMENT OFFICER	M	-	40	12	12	12	12	12	12	12	-	-	12	12	12	12	12	
752	U	34	103	50040 AGRICULTURAL DEVELOPMENT OFFICER	M	-	40	12	12	12	12	12	12	12	-	-	12	12	12	12	12	
2175	F	34	050	SECRETARY	E	-	40	12	12	12	12	12	12	12	-	-	12	12	12	12	12	
1438	U	60	034	50055 ASST OSO FIELD SUPPORT	M	-	40	12	12	12	12	12	12	12	-	-	12	12	12	12	12	
1949	F	60	043	BUDGET AND FISCAL SPECIALIST		-	40	12	12	12	12	12	12	12	-	-	12	12	12	12	12	
1950	F	60	050	SECRETARY	E	-	40	12	12	12	12	12	12	12	-	-	12	12	12	12	12	
TOTAL FOR DECUNIT										120	120	120	120	120	120	120	120	120	120	120	120	
F	20	023		PROGRAM ASSISTANT		-	40	12	12	12	12	12	12	12	-	-	12	12	12	12	12	
F	20	050		SECRETARY		-	40	12	12	12	12	12	12	12	-	-	12	12	12	12	12	
U	40			PROJECT OFFICER	M	-	40	-	-	12	12	12	12	12	**	**	12	12	12	12	12	
U	40	502		HEALTH OFFICER	M	-	40	-	-	12	12	12	12	12	**	**	12	12	12	12	12	
F	40			TRAINING ASSISTANT		-	40	12	12	12	12	12	12	12	**	**	12	12	12	12	12	
U	60	034		MANAGEMENT OFFICER	M	-	40	-	-	12	12	12	12	12	**	**	12	12	12	12	12	
F	60	050		SECRETARY		-	40	-	-	12	12	12	12	12	-	-	12	12	12	12	12	
F	60	050		SECRETARY		-	40	12	12	12	12	12	12	12	-	-	12	12	12	12	12	
F	60	050		SECRETARY		-	40	12	12	12	12	12	12	12	-	-	12	12	12	12	12	