

COOPERATIVE DEVELOPMENT  
INSTITUTIONAL SUPPORT GRANT  
PDC-0225-G-SS-3039-02

ACDI  
CY 1984

Agricultural Cooperative Development International  
Suite 600, Continental Building  
1012 Fourteenth Street, N. W.  
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Cooperative Development  
Institutional Support Grant  
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TABLE OF CONTENTS  
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	Page #
	-----
A. Scope of Work . . . . .	1
B. Proposed Areas of Project Activity . . . . .	4
C. Staff Characteristics . . . . .	5
D. Budget Summary . . . . .	9
E. Program Development . . . . .	13
F. Global Program . . . . .	14
G. Cooperative-to-Cooperative Activities . . . . .	22
H. Monitoring and Evaluation Activities . . . . .	26
I. AID Relations . . . . .	27
J. Other Activities . . . . .	29

APPENDICES  
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- MEMO A: OUTLINE SCOPE OF WORK
- MEMO B: RESUME FOR MARK A. VAN STEENWYK
- MEMO C: CORE TRAVEL LIST
- MEMO D: 1984 SHORT-TERM TECHNICAL TRAINING ACTIVITIES
- MEMO E: 1984 LONG-TERM TRAINING ACTIVITIES
- MEMO F: CONTRIBUTIONS TO THE DEVELOPMENT FUND
- MEMO G: IN-KIND CONTRIBUTIONS
- MEMO H: 1984 RECRUITS
- MEMO I: ACIDI FIELD PROJECT ACTIVITY

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A. Scope of Work

State contractual "scope of work" from grant documentation and present brief analysis of accomplishments, setbacks and work remaining relative to scope of work. Use an outline form, but be complete in presenting the status of your grant.

A.1 Analysis of Accomplishments

The introductory paragraphs of the scope of work of ACDI's central support grant read as follows:

"The program that this grant supports enables ACDI to:

1. continue assistance in planning, development and establishment of self-sustaining, financially viable, properly managed agricultural cooperatives and farm credit systems, appropriately supported by developing country governmental policies and institutions; providing effective supply, credit, information and/or marketing services and reasonable costs to developing country farmers, especially those included among the rural poor; and
2. further strengthen the institutional capacity of ACDI to assist missions and host country cooperatives and agencies in development of effective agricultural cooperatives and agricultural credit systems."

There follows two and one-half pages of specific activities to be carried out with the financing provided by the grant. Tab A provides a detailed response to these specific mandates in outline form. At this point we will only broadly characterize the dimensions and nature of the program the grant enables ACDI to carry out. This is more fully outlined in section F below, which contains also a brief narrative description of each ongoing project.

During 1984 ACDI supported 13 projects in nine countries staffed by 31 resident advisors and 13 consultants. Seven of those projects involved the negotiation of major extensions during the year, including one new contract. One was a new project developed by ACDI. Scope of the projects ranged from one involving ten resident advisors and over 100 counterpart staff to one involving only the part-time work of a single advisor. In addition, ACDI maintained a regional representative in Latin America and operated a global

cooperative development project with Land O'Lakes Cooperative, both on a matching grant basis, and implemented two purchase orders and an IQC. Total AID funding for these projects was \$4,997,100 which is about seven times the amount of the core grant

ACDI supported 41 participants in degree oriented academic training and 175 short-term participants received 991 person weeks of on-the-job orientation and training during the year.

Tabs D and E provide detailed reports on that participant training.

In addition we supported a regional cooperative representative in Central America and established another in Manila to serve Asia and the South Pacific. The former has proved extremely valuable to the USAIDs in the area for special studies, project planning, management training and evaluations, while the latter has undertaken as his first main assignment the preparation of our next regional workshop to be on small farm credit management in Manila in May.

ACDI recruited 36 short-term consultants during the year to carry out special studies and training assignments. Thirty of these carried out special assignments in connection with the ongoing projects, most notably extensive in-country middle management training, ministry reorganization planning, and long-range cooperative development planning in Uganda, farm mechanization assistance in Egypt, and cooperative educator training in Kenya. In addition there were four special studies, one leading to the new, production cooperative project in Costa Rica, another of highland farm credit needs in Jordan, and a week's training in cooperatives for an international group of campesino leaders. We have heard that the reorganization of the Ministry in Uganda, including a staff reduction by more than half, is being implemented, and we have hopes that the planning study will lead to policy and organizational changes that will open the way to a radical improvement of cooperative growth and trade prospects with less governmental interference.

Favorable evaluations of our projects were carried out by AID in Egypt, Kenya, Tanzania and Uganda, and by ACDI in Tonga.

#### A.2 Setbacks

There were various set-backs during the year. One proposal in response to an RFP did not win the competition, while no decision has yet been received on two others recently submitted. Implementation of an OPG in Jamaica developed by ACDI was lost without competition to a Section 8a firm, as was

a potential opportunity for another in the Caribbean. Indeed the "Gray Amendment" which requires that 10% of all AID development funds be contracted to minority firms, which in our experience employ predominantly non-minority personnel, poses a major barrier to our continued ability to serve AID.

Another set-back has been caused by the failure of Tanzania to honor its repayment obligations on past AID loans, cutting off the possibility of further AID obligations there. Our project of management assistance to the Cooperative and Rural Development Bank is finally making significant progress and further extension is essential, especially in view of the bank's new cooperative finance responsibilities. Conversations are being held with the World Bank to pick up the ACDI team under an existing IDA credit to the CRDB when the AID project ends this year.

In Kenya the Ministry of Cooperative Development requested USAID to fund additional training by ACDI, but the Mission had other priorities.

The current one year life of the "20% rule" as applied to Cooperative Development Organizations can pose a barrier to ACDI's ability to successfully develop OPGs - often a flexible and very advantageous mode of project financing. However, if the ready availability of a waiver in the light of the Congressional action exempting CDOs from the application of the rule as of Jan. 1, 1986 is made clear to USAIDs, this should not be too serious.

AID time-consuming project development and contracting procedures will probably mean time-gaps between the end of current projects and planned follow-on activity in Honduras, Uganda, and possibly Egypt. AID unwillingness to program and contract for sufficiently extended periods of time is a real handicap to effective cooperative institution building. Often, AID officials expect, unrealistically, that projects with a two or three year life span can accomplish things which have taken 50 years to evolve in the United States.

#### A.2 Work Remaining

ACDI faces a continued heavy work-load of continuing project support, the need to extend or replace several major projects this year, the conduct of the regional workshop this spring, and the need to recruit a number of replacement advisors as well as candidates for new projects. The three project officers are actively scouting for new project opportunities in a number of countries, with special emphasis on activities financed by the World, Asian or InterAmerican Banks, or IFAD.

**B. Proposed areas of project activity**

List the countries where you intend to work in the next grant period. Indicate whether each country is an "ongoing" or "new project". Also list countries where you will be attempting to establish a USAID grant, do short term work or consult. Do not list countries involving non-AID supported work.

<u>Region</u>	<u>Country</u>	<u>Status</u>
Caribbean	Jamaica	Ongoing
	Dominica	Potential
	Grenada	Potential
	St. Lucia	Potential
Latin America	Bolivia	Ongoing
	Costa Rica (2)	Ongoing
	" "	Potential
	Honduras	Ongoing
	Ecuador	Ongoing
	"	Potential
	Panama	Potential
	El Salvador	Potential
Peru	Potential	
Africa	Kenya	Ongoing
	Tanzania	Ongoing
	Uganda (2)	Ongoing
	Zimbabwe	Potential
	Lesotho	Potential
	Morocco	Potential
	Swaziland	Potential
	Sudan	Potential
	Zambia	Potential
Asia/ Pacific/ Near East	Egypt	Ongoing
	Tonga	Ongoing
	Burma	Potential
	Indonesia	Potential
	Jordan	Potential
	Nepal	Potential
	Philippines	Potential
	Western Samoa	Potential

ACDI does not regard this list as final and likely will visit countries not on the list for project development activities. ACDI is prepared to work in any developing country as the need and opportunity for ACDI to make a meaningful contribution arise.

## C. Staff Characteristics

C.1 Please describe those staff members permanently employed by the organization whose salaries were supported by the institutional support grant during the annual period (professional and support staff). "Average hours per week" should be averaged over the entire year. If the functions performed are not self-evident from the position, title, provide a brief functional description with the title. Each position should be identified by "Name" of the incumbent, "vacant" or "new position" as appropriate.

All listed positions and staff members are full time. ACDI permanent staff work a minimum of 37.5 hours per week; professional staff generally work in excess of that amount. The average hours/week given are the recorded hours worked (including prorated share of holidays and leave taken) by each on grant-financed activity, i.e. on other than project administration, which is financed by general administrative support allocations on each project. Because of the extra time worked, the proportion of total time financed outside the grant is in many cases larger than implied below. The number in parenthesis is the number of weeks the individual was employed by ACDI in 1984.

Name	Position Title	Average Hrs/Wk Fin by Grant	(wks)	Highest Annual Salary Level
----	-----	-----	-----	-----
<u>Professional Staff:</u>				
1. Donald Thomas	President	37	(52)	65,327*
2. Bartlett Harvey	Executive Vice President	30	(52)	53,333
3. Robert Flick	Project Officer	31	(52)	41,686
4. Rowland Thurlow	Project Officer	16	(52)	35,000
5. Jerry Lewis	Project Officer	30	(52)	34,000
6. George Reagan	Dir. of Training/Evaluation	17	(52)	38,320
7. Donald Crane	Dir. of Technical Services	37	(52)	39,500
8. Iskander Ibrahim	Dir. of Finance	32	(52)	42,163
9. Roger Heller	Dir. of Administration	29	(52)	31,860

\* Excess above this amount paid from corporate funds.

<u>Name</u> -----	<u>Position Title</u> -----	<u>Average Hrs/Wk Fin by Grant</u> -----	<u>(wks)</u> -----	<u>Highest Annual Salary Level</u> -----
<u>Professional Staff(cont'd):</u>				
10. Mark Van Steenwyk	Regional Rep/ASP	40	(23)	45,000
11. Umesh Mally	Executive Assistant	37	(52)	30,725
12. Suzanne Rucker	Director of Information	34	(52)	25,813
13. Tsegay Berhe	Accountant	30	(52)	27,208
14. Dale Key	Systems Analyst	36	(52)	28,000
15. Jane Tomlinson	Program Assistant	23	(52)	23,360
16. Douglas Petrie	Asso. Director of Training	9	(52)	23,360
17. Elizabeth Shipp	Training Assistant	6	(52)	21,088

TOTAL PROFESSIONAL DAYS CHARGEABLE TO CORE: 418

Support Staff:

18. Rochelle Seeney	Technical Assistant	29	(52)	18,955
19. Genelle Strande	Administrative Assistant	36	(52)	20,750
20. Robin Cooke	Administrative Assistant	33	(29)	15,000
21. Darlene Lee	Secretary	34	(52)	15,897
22. Valerie Osborne	Secretary	28	(36)	13,000
23. Rene Segars	Bookkeeper	34	(52)	17,100
24. Edith Rundle	Bookkeeper	36	(52)	14,643

TOTAL STAFF DAYS CHARGEABLE TO CORE: 191

C.2a Please describe any changes in the professional staff working on the institutional grant which have occurred in CY-84, and how those changes affect the operation of the grant. Attach to this form brief descriptions of the professional backgrounds and job responsibilities of new professional staff members.

During 1984, ACDI established in Manila a resident regional cooperative representative serving the territory covered by the Asian Development Bank. The regional representative, Mark A. Van Steenwyk, will be engaged in the development of cooperative-to-cooperative relationships, cooperative management consultations, assistance to cooperatives in the preparation of investment finance proposals to country and international banks, the development of constructive relationships with sources of finance, and occasional planning and facilitation of training and observation trips by cooperative leaders to successful cooperatives in the region or in the United States.

In addition, the representative will attempt to identify trade opportunities and will serve as liaison for the U.S. CDOs to the Asian Development Bank. In this latter regard, he will develop constructive relationships with potential Asian partners for implementation of development projects in the region and may on occasion be able to identify potential projects for development by one or another CDO in collaboration with a local cooperative. Finally, as has been the case with the ACDI regional cooperative representative in Latin America, he will likely prove very useful to USAIDs in the initial examination and planning of potential cooperative development and agricultural credit projects.

Mr. Van Steenwyk's resume is located at Tab B.

C.3 Please describe those persons employed through the grant on consultancies during CY-84. Total number of consultant days.

Name	No. of Days Employed	Brief Job Description	Daily Rate (\$)
Robert Gaarder	20.5	Preparation of training needs assessment in cooperative management in Zimbabwe.	240
Donald Parker	25.0	Revise ACDI Personnel/Policy Manual	242
John Wilson	4.0	Develop Nepal Proposal	250
Frank Lusby	4.5	Develop Niger Proposal	160
Bhoj Raj Singh	8.0	Project Id., Nepal	150
Daniel Reis	3.0	Project Id., Haiti	200
Kieth Oberg	2.0	Project follow-up, Thailand	Expenses Only

TOTAL CONSULTANT DAYS = 67

D. Budget Summary

We are interested in the relationship between the institutional or "core" grant and the field activity supported by that core grant. In order that our analysis may be meaningful, report on core grant expenditures on a calendar year (CY) basis and adjust all other expenditure and revenue activity to reflect only those activities which occurred during the same CY (CY-84). You will also be required to convert original budget estimates to a CY basis. For example, if your core grant has a cycle of February to February, we still want only data from January 1, 1984 to December 31, 1984 inclusive. OPGs may start in one year and end in another, but we want only financial activity within CY-84 to be reported where CY data is requested.

In section "E.1." of the report we will ask for the "term of contract" and "source and dollar amount", these total amounts should be listed without regard to CY. This is the only exception to CY limited reporting.

D.1. Please describe your core grant budgets and actual expenses for CY-84 using the following budget categories. Comment on unusual variances.

ACDI does not have a "core grant budget" but rather a core grant-supported budget for all headquarters activities. The portion of these activities related to the administration and supervision of on-going projects is supported by administrative allocations charged to each project at the rate of 13.5% of total direct costs, a rate agreed with the AID Contracts Office. Central activities are also supported in part by ACDI's own non-AID funds.

On instruction, we have prepared a "core grant budget" and expenditure report for 1984 by eliminating activities entirely financed by other funds. We have included the entire cost of activities wholly financed by the grant (consultants and workshop) and splitting the remaining items in proportion to the grant and other support funds used. Because we believe it to be more informative, we have also included our grant-supported, total central activities budget.

"Core Grant Budget"

Category	Budget (\$'000)	Actual (\$'000)	Variances (+/-)
(a) Salaries	340	362	+22
(b) Payroll Added Cost	80	79	-1
(c) Consultants	40	18	-12
(d) Travel	85	62	-23
(e) Other	175	199	+24
i. Workshops	[50]	[4]	[-46]
ii. Asia Rep.	[0]	[57]	[+57]
iii. ODC	[125]	[138]	[+13]
(f) Overhead (0%)	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	720 -----	720 -----	0 -----

"Core Grant-Supported Budget"

Category	Budget (\$'000)	Actual (\$'000)	Variances (+/-)
(a) Salaries	630	647	+17
(b) Payroll Added Costs	148	142	-6
(c) Consultants	40	18	-22
(d) Travel	115	83	-32
(e) Other	485	505	+20
i. Workshop	[50]	[4]	[-46]
ii. LAC Rep.	[140]	[122]	[-18]
iii. Asia Rep	[0]	[57]	[+57]
iv. Dev. Fund & Corp.	[65]	[74]	[+9]
v. ODC	[230]	[248]	[+18]
(f) Overhead (0%)	<u>0</u>	<u>0</u>	<u>0</u>
Total Core Program	1,418 -----	1,395 -----	-23 -----
Other Support	698	675	-23
Core Grant	720	720	0

## EXPLANATION OF VARIANCES

- Salaries:** Variance here is primarily due to the addition of a new support position: Technical Assistant. This position was made necessary by the growth in ACDI's total program. The TA handles large production jobs such as proposals and reports freeing the two secretaries for more routine work. TA also assists professional staff with computer software, thus increasing their productivity.
- Consultants:** Expenditures for self employed temporary clerical personnel formerly charged as consultants have been shifted to the Other Direct Cost line which is more in keeping with the nature of the expenditure.
- Travel:** Whenever appropriate, travel is charged against projects. This year a higher than usual amount was so charged (approximately \$17,000). In addition some consultants' travel (about \$3,000) was charged in the consultant line item and all of the Asia Representative travel is charged in the Asia Rep line (about (9,000)).
- Workshops:** A major workshop on agricultural credit will be held in Manila next spring. Although the planning is well advanced, no major expenditures have been so far incurred. However, the Asia Representative has put in considerable time on background arrangements for the workshop which shows as charged to Asia Rep rather than workshop.
- LAC Rep:** Expenditure shown was financed half by a matching grant and half from ACDI's Development Fund, which amount is additional to that shown on line (e)iv.
- Asia Rep:** This activity was added in consultation with AID after the initial budget had been prepared.
- ODC:** As a residual account this is the hardest to accurately budget, but the variance is minimal compared to the magnitude of the expenditure. As noted above, temporary service consultants were shifted to this account.

D.2 Travel

Summary

How many days of travel by staff members, consultants and others were supported by the core grant in CY-84.

Staff Members	<u>407</u>
Consultants	<u>53</u>
Others	<u>0</u>
Total Travel Days	<u>460</u>

Calculate from the previous "professional" staff listing, (page 3, item C.1.) the total professional staff days plus the total consultant days, (page 6, item C.3.). Divide this total into the total travel days above. The result is a percent. Please enter that percent calculation here.

14.4 % travel days

Calculation:	Professional days	3,132
	Consultant days	67
		-----
	Total days	3,199

460 travel days / 3,199 professional days = 0.14379

NOTE: This calculation is very sensitive to the arbitrary division between professional and non-professional staff. Also, the number of travel days charged to the grant is not an adequate reflection of ACDI's travel effort since an unusually large percentage of travel was charged to projects in 1984.

D.2a Please provide a travel itinerary for any persons traveling at core grant expense during CY-84. The information must include number of days, countries visited, dates and persons traveling and cost.

Travelers should be listed even if only a fraction of their travel costs are charged to the core grant. The fractional amount of charges should then be indicated. Travel charged exclusively to OPGs or other AID contracts should not be listed.

See TAB C.

E. Program Development

E.1 How many grant or contract proposals for international development projects have been submitted by your organization in the past CY within each of the following categories? (Do not include the institutional grant but do include substantive amendments to existing projects). Please list your proposals below.

- a. AID-supported cooperative projects \_\_\_\_\_ 6 \_\_\_\_\_  
(Honduras, Uganda, Tonga - amendments;  
Panama, Bolivia, Costa Rica Palm Oil  
- proposals)
- b. Other AID-sponsored projects (not cooperative) \_\_\_\_\_ 6 \_\_\_\_\_  
(Ecuador - OPG; Egypt, Tanzania, Bolivia -  
amendments/extensions; Niger,  
Uganda (WID) - proposals)
- c. Cooperative projects supported by other \_\_\_\_\_ 1 \_\_\_\_\_  
organizations  
(International Trade Information System, USDA)
- d. Other projects supported by other organizations \_\_\_\_\_ 1 \_\_\_\_\_  
(not cooperative)  
(Nepal ADB proposal)

E.2 How many new grants, contracts, or substantive amendments were signed in CY-84?

# \_\_\_\_\_ 12\*\* \_\_\_\_\_

Total \$ 4,567,697

\*\* Includes purchase orders, one IQC and estimated Honduras extension. See list next page.

## E.2 (cont')

## LIST OF NEW CONTRACTS, GRANTS AND AMENDMENTS

<u>New Contract</u>	Proj. No.	\$
Bolivia (3 yr)	(511-0453)	336,750
<u>IOC's and Purchase Orders</u>		
IOC 15 - Jordan	(PDC-0100)	11,000
Purchase Order - Costa Rica Palm Oil Study	(515-0000)	2,634
Purchase Order - Costa Rica Data Management	(515-4267)	13,984
<u>OPG's</u>		
Costa Rica Palm Oil Development	(515-0000)	98,486
Ecuador - Coorsa	(512-0005)	30,000
<u>Amendments/Extensions</u>		
Egypt (amendment)	(263-0079)	1,867,213
Honduras (extension)	(522-0150)	216,960
Tanzania (amendment)	(621-0155)	228,300
Tonga (extension 2 yrs)	(879-0251)	292,455
Uganda (amendment/extension)	(617-0102)	1,364,915
<u>Others</u>		
ITIS (USDA)	(583-J314)	105,000
TOTAL		----- 4,567,697

F.1 Global Program

Please describe all grants, contracts, projects of any type, supported by the core grant including IQCs. Do not list non-reimbursed activity such as USAID consultation charged to the core grant. Under "Term of grant/contract(1)" give total dollars. Under "Source of Support(2)" give CY-84 expenditures only.

Country/ Region	Term of Grant/ Contract Type Totals \$ (1)	Brief Description/Program (One Sentence)	Source of Support/Cy-84 \$ (2)			
			AID	Host Country	Other Sources	PL-480/ 416\$
a. Kenya	:82-86 :Host Country :Contract :AID 615-0169 :\$1,863,137	:AgriSystems Support Proj.: :(Coop Training). 36 per- :son years of participant :training and continued :advice to Div of Training: :and Manpower of Ministry :of cooperative Development :and increase focus to im- :prove curriculum at Coop :College.	521,300			
b. Egypt	:80-85 :Host Country :Contract :AID 263-0079 :\$5,848,213	:Small Farmer Production :Project-farm mgt, credit :advice to 3 governorate :banks + credit, transport, :storage, training to the :Principal Bank in Cairo.	1,332,100			
c. Honduras	:81-84 :AID Contract :522-0150 :\$1,746,533	:Regional Coop Development: :initiate, lead 4 regional :ag coops on sound busi- :ness basis; counsel, reor- :ganize regional coops.	480,700			
d. Tanzania	:81-85 :Host Country :Contract :AID 621-0155 :\$2,443,400	:Resources for Village Pro: :duction & Income: Plan- :ning, Financial, Training: :Computer Advisors to :strengthen TRDB Capabili- :ty to serve villages	618,600			

4.1 Global Program (cont'd)

Country/ Region	Term of Grant/ Contract Type Totals \$ (1)	Brief Description/Program (One Sentence)	Source of Support/Cy-84 \$ (2)			
			AID	Host Country	Other Sources	PL-480/ 416\$
e. Tonga	:81-85 OPG :AID 879-0251 :\$783,455	:Coop Mgt:manager for :Tonga Coop Federation to :serve faltering coopera- :tives diversifying pro- :duction beyond tradition- :al goods and replace :manager.	: 128,900	:	:	:
f. Latin America	:82-84 :AID/Washington :PDC-0209 :\$304,400	:Regional Cooperative Re- :presentative to ROCAP. :Shared-coat grant with :AID/Washington	: 59,700	:	: 61,900	:
g. Uganda	:82-85 :Cooperative :Agreement :AID 617-0102 :\$3,593,500	:Food Production Support :Proj. to providing plan- :ning, training, storage, cre- :dit advisors to Ministry :of Coop & Marketing + :other short-term advisors :in transportation.	:1,017,600	:	:	:
h. ACDI/ Land O' Lakes	:82-85 :Matching Grant :PDC-0209 :\$268,600	:For LOL development con- :sultancy in senior tech- :nical and management ex- :pertise in its interna- :tional division; with :ACDI institution-building :consultation.	: 168,700	:	: 148,200	:
i. Bolivia Chapare	:82-84 :Contract :AID 511-042-C :\$195,000	:Coop Development:investi- :gate potential of coops :and farmer organizations :to develop in Chapare.	: 66,600	:	: 5,000	:
j. Uganda (WID)	:83-84 :AID 930-0300 :\$81,494	:Advisor to work with :women extensaion agents to :train in nutrition and :home economica.	: 75,600	:	:	:

F.1 Global Program (cont'd)

			Source of Support/Cy-84 \$ (2)			
Country/ Region	Contract Type Totals (1)	Brief Description/Program (One Sentence)	AID	Host Country	Other Sources	PL-480/ 416\$
k. Costa Rica	:83-86 :OPG :AID 515-0178 :\$678,338	:To provide tech assistance training to BANCOOP to develop institution into full coop bank. Mgt, operations and credit adm training to sr bank mgt.	: 183,700	:	:	:
l. Jamaica	:83-84 :AID 532-0046 :\$333,621	:IRDP.Tech assistance to Christiana Potato Growers Association to reorganize strengthen member involvement in coop mgt.	: 145,700	:	:	:
m. Jamaica	:83-86 :Subcontract w/ :RONCO :AID 532-0060 :\$338,290	:To provide a producer marketing organization technician to the Jamaica marketing project	: 100,400	:	:	:
n. Ecuador	:1984 :OPG :AID 518-0005 :\$30,000	:Agricultural Supply 6 month consultancy to design regional coop supply system under Chamber of Agriculture	: 19,100	:	:	:
o. Costa Rica	:1984 :Purchase Order :AID 515-0000 :Palm Oil Study :\$2,634	:Study to establish coop organization structure & determine constraints encountered in developing & managing cooperatives	: 2,800	:	:	:

7.1 Global Program (cont'd)

Country/ Region	Term of Grant/ Contract Type Total\$ (1)	Brief Description/Program (One Sentence)	Source of Support/Cy-84 \$ (2)			
			AID	Host Country	Other Sources	PL-480/ 416\$
p. Costa Rica	:1984 :Purchase Order :AID 515-4267 :\$3,984	:Study of data management :needs at Instituto de :Desarrollo Agropecuario :(IDA) with needs assess- :ment of hardware/software :recommendations, techni- :cal specifications for :RFP & develop installa- :tion/operation plan for :data management system.	3,900			
q. Costa Rica	:84-85 :AID 515-0000 :\$124,006	:Development support to :the African Palm Project :including administrative, :managerial, and account- :ing technical assistance :in the formation of an :agricultural cooperative.	17,400			
r. Bolivia	:84-87 :AID 511-0543 :\$336,750	:Assist National Federat'n :of Savings and Loan Coop- :eratives (FENACRE) in :coop development and :producer, processor, and :marketing credit program.	44,800			
s. Jordan	:1984 :IOC 15 :PDC 0100-15 :\$11,000	:Assess credit component :of USAID's PID for the :Highland Agricultural :Development Project.	9,500			
t. Costa Rica	:1984 :AIFLD contract :\$2,880	:Provide instruction on :cooperative development.			2,900	
u. USDA/ ITIS	:84-85 :Matching Grant :USDA 583-J314 :\$105,000	:Develop an International :Trade Information System :for use by cooperatives			6,800	

For a more complete description of ACDI's overseas projects see Tab I.

Please describe each of the projects identified in Item F.1. in terms of objectives, intervention strategies, and content areas. (Check all that are appropriate).

Project	OBJECTIVE				INTERVENT. STRAT.				CONTENT AREA								
	Establish New Coop. Instit.	Strengthening Existing Cooperative Instit.	Define Govt Coop Policy	Other: Non-Coop.	Training	Technical Assistance	Capital Assistance	Financial Assistance	Housing	Electrification	Agricultural Marketing	Agricultural Supply	Agricultural Production	Consumer Credit	Small Enterprise/Small Business Credit	Handicrafts	Other Consumer Cooperatives
a. 615-0169 KENYA	X	X			X	X			X	X	X	X					X
b. 263-0079 EGYPT			X		X	X	X	X			X	X	X	X			
c. 622-0150 HONDURAS	X	X	X		X	X	X	X		X	X	X	X				
d. 621-0155 TANZANIA				X	X	X	X	X		X	X	X	X				
e. 879-0251 TONGA		X			X	X	X	X		X	X						X
f. LA REPRESENTATIVE	X	X	X	X	X	X			X	X	X	X	X	X	X	X	X
g. 617-0102 UGANDA		X	X		X	X	X	X		X	X	X	X				

Please describe each of the projects identified in Item F.1. in terms of objectives, intervention strategies, and content areas. (Check all that are appropriate).

Project	OBJECTIVE					INTERVENT. STRAT.					CONTENT AREA						
	Establish New Coop. Instit.	Strengthening Existing Cooperative Instit.	Define Govt Coop Policy	Other: Non-Coop.	Training	Technical Assistance	Capital Assistance	Financial Assistance	Housing	Electrification	Agricultural Marketing	Agricultural Supply	Agricultural Production	Consumer Credit	Small Enterprise/Small Business Credit	Handicrafts	Other Consumer Cooperatives
h. PDC-0209 ACDI/LOL	X	X		X	X	X				X	X	X	X				
i. 511-042-C BOLIVIA	X	X	X	X		X				X	X	X	X				
j. 930-0300 UGANDA-WID				X	X	X											
k. 515-0178 COSTA RICA		X			X	X	X						X				
l. 532-0046 JAMAICA		X				X				X		X	X				
m. 532-0060 JAMAICA	X	X				X				X		X	X				
n. 518-0005 ECUADOR	X					X				X	X	X					



G. Cooperative-To-Cooperative Activities

In CY-84, for how many cooperators from overseas has your organization arranged visits in your own offices?, study tours in the U.S.? or short or long-term U.S. training? Please list detail below:

1. During 1984 ACDI hosted 40 cooperators from 20 countries not including trainees listed below.
2. ACDI arranged short-term technical training for 172 participants to the United States, two participants to Italy, and one participant to Argentina.

Of particular note in this regard was the three week visit to member cooperatives and farm credit banks of John Max, the senior officer in the Tanzanian Office of the Prime Minister who is in charge of the reestablishment of cooperatives in that country. His trip was entirely financed by the ACDI Development Fund.

The total also includes four days of intensive training on the establishment and management of agricultural cooperatives provided to 23 peasant leaders from 13 Latin American countries as part of an AIFLD campesino leader training program.

3. A total of 41 long-term participants were supported by ACDI during 1984. These participants received a total of 123.5 days of on-the-job training provided by ACDI's members and other institutions in addition to their regular academic course of studies. This is part of the unique service that ACDI provides to participants studying in the fields of cooperatives and agricultural credit. Long-term participants came from three countries as follows:

LONG-TERM PARTICIPANT PROGRAM, 1984

<u>COUNTRY</u>	<u>Number of Participants</u>	<u>Days of OJT</u>
Kenya	20	43.0
Tanzania	18	80.5
Uganda	3	0.0
	----	-----
	41	123.5
	****	*****

4. Details of the training programs discussed above are presented at Tab D and Tab E.

G.2. Approximately what is the dollar-equivalent value of the human and financial assistance which has been received for your organization's international activities from U.S. cooperatives and their members in CY-84?

a. Financial contributions \$ 79,338

See TAB F for details.

b. Value of in-kind contributions\* \$ 331,050  
(Please indicate the nature of in-kind)

Most of ACDI's in-kind contributions can be classified in four major categories:

Matching grant contributions	\$151,900
Training provided at no cost	\$75,150
Board member meetings	\$65,000
Board/member trip to Cent. Am. Projects	\$21,000
Other contributions	\$1,800

See TAB G for details.

\* In-kind includes space, professional services, equipment, materials, and other non-monetary contributions.

G.3 How many U.S. cooperators and other technical personnel have been recruited by your organization for short-term and long-term overseas assignments during CY-84? Please provide detail.

      \*46       persons

See TAB H for details.

\* In addition, 29 people were recruited for proposals which remain pending or for which ACDI was not selected.

G.4 Please describe other efforts your organization has made in CY-84 to mobilize human and financial resources for international activities from U.S. cooperatives and their members (facilitating joint ventures, sales or member exchanges, etc.)

During CY-84 ACDI initiated several activities mobilizing human and financial resources for international cooperatives. These include:

- U.S. cooperatives and farm credit institutions and their farmer members have pledged cash contributions of \$19,500 toward the purchase of a rice mill to assist the Cooperativa Vente de Marzo in the Morazan Valley of Honduras.
- Finalized arrangements to contribute a pick-up truck purchased by the ACDI Development Fund to the Honduras Foundation for the Study of Agriculture, an organization which has been assisting the ACDI crop diversification project in that country.
- Held discussions in Brazil and the U.S. with NCFC and Brazilian and Argentine leaders concerning possible cooperative to cooperative trade activities between U.S. and Argentine and Brazilian cooperatives.
- Proposed to MFC Services (AAL) a program for supplying agricultural chemicals and fertilizers to the COORSA in Ecuador as well as to other Central American cooperatives.
- Sought expressions of interest from several U.S. supply cooperatives in responding to the needs of FEDECCOP, a major agricultural cooperative federation in Costa Rica, for imported fertilizer and other farm supplies.
- Shared information regarding training opportunities in Saudi Arabia with Land O' Lakes.

- Using USDA/ACS grant monies, ACDI is working with the National Council of Farmer Cooperatives and the Central Bank for Cooperatives (ACDI members supplying in-kind services) to implement the International Trade Information System (ITIS). ITIS is developing a data base package to provide cooperative trade information emphasizing international marketing and is designed to be used by cooperative exporters. It is a pilot research and development program created to demonstrate that such a project is feasible and useful.
  
- ACDI investigated the possibility of using surplus commodities under sec. 416 to benefit cooperative development and establish trade relations with the Ugandan cooperative sector for the Washington State Council of Farmer Cooperatives.

H. Monitoring and Evaluation Activities

Please indicate the number of each of the following types of studies which were conducted by your organization in CY-84 using institutional support grant or other grant or project funds. Include only those studies which were administered by your organization and funded through your organization.

	Number Funded Through the Institutional Grant -----	Number Funded Through Other Grants or Projects -----
a. Pre-project feasibility studies		3
b. Baseline studies		1
c. Mid-project evaluations		1
d. End-of-project evaluations		
e. Post-project evaluations		

Please list, with citations, any process or impact evaluations of your projects which have been completed in CY-84 (by your organization or any other).

"Evaluation: Tonga Cooperative Federation, End of Two Years of Project Operations", AID/879-0251, Job Savage, Washington D. C.: ACDI, Feb 1984.

"Evaluation: Agricultural Systems Support Project, Kenya", AID/615-0169, Washington D. C.: RONCO, Jun 1984.

"Project Evaluation: Resources for Village Production and Income Project", AID/621-0155, Washington D. C.: RONCO, Nov 1984.

I. A.I.D. Relations

Please describe any problems/issues concerning your organization's relationship with AID which require discussion/resolution.

1. The circumstances leading to the preparation of this and previous institutional grant reports represents an unfortunate example of our relationship with AID. During the course of 1984 we were twice asked to review draft revisions of the report format. We provided detailed and specific comments and objections without feedback. It was not until December 10th that we received a draft in the current form that we could work with. Issues we raised concerning that draft were not resolved until January 11th despite a January 31st due date. The December 10th draft was greatly different from the previous drafts we had reviewed and was considerably altered from our mid-year report format. When we know in advance what types of information will be required of us, we can incorporate the collection of the data into our standard operating procedures. However, when we are faced with additional last minute requirements, a great deal of labor, which is not cost effective, is required to produce the desired response. For example, in this case, it took some thirteen days of staff time to develop the requested information just on staff travel. If it will be wanted again, we can build it into our records system, saving that wasted effort.

With respect to the grant report format, it would be very helpful if AID could determine what is really useful and necessary and settle on a format that we can count on from year to year, or at least settle on a format for a given reporting year prior to the start of that year. More importantly, we would hope that AID would consider more carefully whether additional administrative burdens are really cost effective to the government before imposing them.

2. AID missions sometimes take policy mandates from Washington too literally, cutting off potentially fruitful efforts in a country. For example, the new private enterprise initiative leads some USAID missions to eschew efforts with governments. In African countries where cooperatives have typically been developed and supported by large, relatively well trained government departments, there is still a great deal of government interference in cooperative affairs. However, it is the ACDI experience in Uganda that, with a combination of policy dialog and management training to strengthen cooperatives, progress can

be made in developing cooperative independence. It appears that the mission in Kenya, however, is declining further cooperative development assistance, in large part because of continued government involvement. The best way to reduce government involvement is through technical assistance and training that leads to recognition of the improved performance achieved by truly private cooperatives.

3. Unfortunately, in Uganda we are facing a different problem which is traditional for AID: the seeming inability to take a long-run view of development and to stick with a program long enough to achieve the professed goals. In Uganda we are running into a critical time problem with our three-year cooperative agreement coming to an end in September, 1985 and with a virtual certainty that there will be a time gap before a contemplated follow-on project can be developed. This creates the danger that the "ground swell" we have created at the cooperative level and among some ministry officials for the establishment of an autonomous cooperative system could be lost. Thus, in the future USAIDS should consider developing longer term projects of perhaps 5-10 years for cooperative development. Even then, too many AID persons tend to anticipate results in a few years which have only been achieved in the United States over some 50-60 years.

## J. Other Activities

Please indicate any other highlights or especially noteworthy events relating to the institutional grant which occurred in the past year. (e.g., new activities, special presentations).

1. During the year ACDI became an affiliate of the National Council of Farmer Cooperatives. ACDI maintains its own Board of Directors, budget and space, but the Chairman of our Board is now a member of the NCFC Board, President Donald Thomas is also Vice President of NCFC, and the President of NCFC is a member of the ACDI Executive Committee. Eventually additional consolidation is planned, but this new relationship opens the way for further support of ACDI overseas activities by U.S. cooperatives, and already there is close collaboration on the International Trade Information Service R & D effort and substantial attention was given to ACDI and our overseas work at the NCFC annual meeting. Now that ACDI as well as the Farm Credit Council and the American Institute of Cooperation are all affiliated with the National Council of Farmer Cooperatives, the combined organizations are in fact the most obvious and most important unified voice for U.S. agricultural cooperatives in Washington and internationally. Thus, ACDI's role is stronger than ever as the principal vehicles for U.S. agricultural cooperatives, farm credit banks and their farmer members to provide support for AID's overseas programs.
2. On October first ACDI ceased maintaining manual accounts, and started relying entirely on the computer for our accounting. This culminated a year-long effort to refine the chart of accounts and enter all the 1984 records into the computer. While we are not yet fully accustomed to the new system, access to accounting information is greatly improved.
3. ACDI's continuing development education for its membership and other cooperatives as well as for Members of Congress was evidenced in at least three programs:
  - a) Breakfast meeting at the annual NCFC meeting in Phoenix, Arizona. Audience exceeded 200. Main speaker was Jay Morris, AID/DA.
  - b) Breakfast meeting on Capitol Hill in Rayburn Building on May 2. Audience of 85, including many Senators and Representatives as well as senior staff members. Speakers were AID Administrator Peter McPherson, Congressman Doug Bereuter (R-NE) and ACDI Chairman Vern Moore.

- c) Biennial ACDI board/member trip to ACDI projects took place November 9-18. Visited Costa Rica, Honduras, and Guatemala (19 persons in delegation). Met with USAID Directors in all countries and Ambassador Negroponte in Honduras. Visited cooperatives and farms in all three countries. Resulted in virtually immediate pledges of \$20,000 to buy a rice mill for a poor Honduran cooperative.

MEMO A  
OUTLINE SCOPE OF WORK

The specific mandates in the ACDI core grant scope of work are quoted below, and under each are given brief notes of activities undertaken in fulfillment of each. The activities cited are those of central staff, or those of project staff which go beyond the normal scope of the project.

The following abbreviations are used in the notes:

PRES = President/ACDI  
EVP = Executive Vice President  
PO/LAC = Project Officer/Latin America, Caribbean  
PO/AFR = Project Officer/Africa  
PO/ANE = Project Officer/Asia, Near East  
RR/LAC = Regional Representative/Latin America,  
Caribbean  
RR/ASP = Regional Representative/Asia, South Pacific  
ADMIN = Administrative Department  
FIN = Finance Department  
TSG = Technical Services Group  
VOCA = Volunteers in Overseas Cooperative Assistance  
XXXy(z) = Project Code, where XXX is a three character  
mnemonic for the country and y is the serial  
number. (z) is a cross-reference to the table  
in item F.1 of the report.

"1. Advisory Assistance and Project Identification --  
ACDI will invite requests to consult with selected developing  
country cooperatives, agricultural banks, government agencies,  
and donor organizations on cooperative development and farm  
objectives, problems and strategies;"

1.1 Agricultural Cooperatives

- PO/LAC advised USAID and cooperative leaders in Ecuador on the formation of COORSA, regional service cooperative, leading to ECU1(n). Arranged visit of Chairman and Vice Chairman of COORSA board to MFC Services (AAL), Mississippi Chemical, and the Mississippi Farm Bureau at their expense. Provided building plans for a local cooperative, by-laws, training materials and other start-up assistance, compliments of Southern States Cooperative.
- RR/LAC has reviewed the financial and management status of URCOPAPA, a major cooperative in Costa Rica, and developed a proposed program of assistance for it.
- In UGA1(g) a team member has initiated a number of women's cooperatives

- =====
- ACDI arranged a tour of U.S. member cooperatives for John Max, the person in Tanzania's Prime Minister's office responsible for that country's cooperative development strategy. The study was used to underline the importance of permitting the development of an autonomous cooperative system independent of strict government regulation. ACDI used its own development fund to sponsor the Max tour.
  - ACDI team members in EGY1(b) identified need for poultry cooperative in delta region. Assisted local farmers in getting started and requesting feasibility study by VOCA.
  - Also in EGY1(b) team members identified need for a banana marketing cooperative and provided similar assistance.

A.1.2 Farm Credit Systems

- Through its TAN1(d) project, ACDI arranged a three-month Management Seminar at Harvard University for the Chairman and General Manager of the Tanzania Rural Development Bank.
- Under UGA1(g), an ACDI advisor has been working as a member of the Presidential Task Force on Small Farmer Credit to reach agreement on a way to reestablish an independent and autonomous farm credit system that can meet the short term production credit needs of Uganda's small farmers.
- PO/LAC provided briefing sessions to approximately 15 foreigners in regard to the U. S. Cooperative Farm Credit System, including Brazilians, Argentines, Ecuadorians and Costa Ricans. In addition, nearly all visitors to ACDI and short-term participants with an interest in credit are escorted to the Farm Credit Administration for such briefing. In all these briefings, emphasis is placed on the mechanism of borrower equity investment in the system which over thirty years converted the U.S. farm credit system from government finance to a wholly farmer owned system.

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A.1.3 Government Institutions Supporting Cooperatives

- PO/LAC delivered a paper entitled "Technical Assistance to Agricultural Cooperatives" at the Technical Meeting on Development and Promotion of Cooperatives of the Inter-American Economic and Social Council of the Organization of American States and served on various panels during the meeting. Representatives of Latin American and Caribbean governments participated in the dialogue. Several government representatives were Ministers of Cooperatives, or heads of cooperative development agencies. Others were specialists from the Inter-American Institute of Agricultural Sciences (IICA), the Inter-American Development Bank, or USAIDs.
- Under UGA1(g) ACDI sent a three man team to review cooperative development in Uganda and make recommendations to strengthen the cooperative system. Major changes are recommended to shift the role of the MCM from one of regulating/controlling to one of advising/training, to free the cooperatives from being tied to political subdivisions, and shift major parts of commodity export back to the cooperatives from the government marketing boards.
- An organization seminar was also conducted in Uganda for senior ministry officials which resulted in participants recommending reducing the total ministry staff by almost half and changing the role of the MCM. Steps are currently being taken to implement this recommendation.

A.2.1 Advisory Assistance / Project Identification for:

- developing country cooperatives
  - \* In Zimbabwe an ACDI consultant helped develop management training recommendations for a project being developed by the Department of Cooperative Development to assist that country's major agricultural cooperative unions.
  - \* In Sudan at the request of the USAID mission ACDI sent the team leader from its EGY1(b) Project to conduct a preliminary survey for an agricultural cooperative development project in the Kordofan Province.
  - \* In Jamaica PO/LAC assisted the National Union of Cooperative Societies in Jamaica to prepare an OPG proposal regarding the development of producer marketing organizations and other farmer owned cooperatives resulting in a \$500,000 OPG from USAID/Jamaica to the National Union.

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-- agricultural banks

- \* EGY1(b) has proven to be a successful model of how coordinated and expanded credit and extension can increase small farm production and incomes. The Principal Bank for Development and Agricultural Credit, with which ACDI is working, has decided to extend the program to an additional six governorates beyond the three currently involved, and USAID is contemplating a large follow-on program.

-- donor organizations

- \* In Tanzania ACDI has coordinated closely with the World Bank which also has a credit to the Cooperative and Rural Development Bank. Some of the technical assistance being provided by ACDI was originally planned to be part of the World Bank Credit, and the Bank is now contemplating picking up the ACDI team for additional work there when the AID project ends this summer.

"2. Project Development --When a project has been identified as having donor or cooperative-to-cooperative interest, more extensive field consultation will be required and ACDI headquarters staff will be involved in drafting feasibility studies, market analysis, cost projection and plans of action;"

- \* USAID/Costa Rica requested assistance, PO1(o), in preparing budget and cost projections, the development of a scope of work and project justification for the Oil Palm project, CRI2(q).
- \* In Jordan under IQC/15(a) provided a consultant to assess the credit component of USAID/Jordan's PID for Highland Agricultural Development Project.
- \* Work in Ecuador, Jamaica, Zimbabwe and Sudan discussed in A.2.1 above.

"3. Project Initiation --When a program is approved for funding, ACDI staff will initiate implementation activities which will include among other things: preparation and negotiation of contracts with project personnel; procurement of necessary materials and supplies; and orientation of project personnel and dependents;"

- \* Ecuador - Carlos Flores took up his position as advisor to the COORSA.

- =====
- \* Costa Rica - Steve Huffatutlar took up his position as advisor on the Quepos Oil Palm project in CR.
  - \* Bolivia - Steve Wiles, following home leave, resumed his position as cooperative advisor in the Chapare under a new three year contract.

"4. Project Support --This function includes supervisory visits to the projects, response on project progress and problems from the field and recruitment of project consultants and replacement personnel;"

-- Supervisory visits

- \* PRES to EGY1(b), TON1(e), Asia Rep. in Philippines
- \* EVP to JAM1(l), JAM2(m), HND1(c)
- \* PO/LAC to HND1(c), BOL1(i), ECU1(n), JAM1(l), JAM2(m), CRI1(k), LAC1(f)
- \* PO/AFR to UGA1(g), UGA2(j), TAN1(d), KEN1(a)
- \* PO/ANE to TON1(e), EGY1(b) (twice)

-- Review of progress reports / problems with USAIDS

- \* All POs review progress reports monthly or quarterly in accordance with the schedule of the particular project. Problems are handled as they arise, with communication primarily by telex, and general review sessions are held with USAIDS whenever a PO makes a supervisory visit to a project country.

-- Recruitment

- consultants
- replacement personnel

\* See Item G.3 in body of report.

5. Administration --These functions include continuous review and updating of corporate personnel policies and practices, central procurement, office management, reporting, etc;"

1  
22

- =====
- personnel policies and practices
    - \* ACDI engaged a consultant to review and revise our Personnel, Policies and Procedures Manual.
  - procurement
    - \* Computerized all overseas project procurement activities and established a system to monitor receipt of commodities.
  - office management
    - \* Computerized applicant files, project monitoring, and other office and project management functions.
  - reporting
  - accounting
    - \* Computerized accounting system with substantial in-house systems analysis and programming.

"6. Member Relations --ACDI must ensure that the members of its Board of Directors (all of ACDI's member organizations are represented on its Board) are informed of activities and problems, so that they may make informed policy decisions."

- communications w/board
  - \* The ACDI Board meets semiannually for the better part of a day. A complete summary of current project activities and prospects and a financial statement are prepared for each meeting and for the Executive Committee meeting between. In addition Board members receive copies of the ACDI Newsletter and annual report, which gives a full summary of project activities during the year.
  - \* Every two years a trip is planned for members of the Board and board members of member cooperatives to visit ACDI projects overseas. These trips are at member expense. The most recent trip was in the fall of 1984 to Costa Rica, Honduras and Guatemala. The next one is being contemplated to Tonga in the winter of 1986.

7. Other Activities "Under this grant, ACDI will expand and improve its activities with private non-governmental organizations. It will also expand its activities in advising AID Missions and developing country governments on cooperative development institutions; the training of

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cooperative credit staff; and the conduct of management and policy-oriented workshops on an international and regional basis."

-- expand/improve activities w/NGOs

\* Currently, special efforts are being taken to develop collaborative relationships with CARE, especially by the two Project Officers who are former CARE employees.

-- training

\* ACIDI's training activity, both in-country and of participants in the U.S. has expanded enormously. See special report on training attached.

-- workshops

\* Substantial planning has been completed for a workshop on agricultural credit to be held in Manila next spring. The workshop is being co-sponsored by the Asian and Pacific Regional Agricultural Credit Association (APRACA) and will be hosted by the Central Bank of the Philippines.

-- other

\* ACIDI took initial steps in CY 1984 to identify areas where it could collaborate with the U.S. Peace Corps on its new African Food Systems Initiative.

\* PO/LAC delivered a paper at the Miami Agricultural Marketing Seminar on "Marketing through Cooperatives in the Caribbean". This workshop was attended by over 1,000 participants from the Caribbean and Central America plus selected U.S. brokers, shippers and specialists in the field. ACIDI also had a booth at the exposition which described our Honduras project as well as ACIDI in general.

**MEMO B**

**RESUME:** Mark A. Van Steenwyk

**SPECIALIZATION:** International Project Management  
Cooperative Organization and Management  
Production Credit Lending Systems  
Cooperative Finance  
Cooperative Marketing and Supply  
Livestock Feedmilling  
Program Analysis and Evaluation

**MARITAL STATUS:** Married, two children

**PROFESSIONAL EXPERIENCE:**

<b>DATE</b> ----	<b>EMPLOYER</b> -----	<b>POST</b> ----
August 76-July 79	Agricultural Cooperative Development International (ACDI) on contract to USAID/Philippines	Cooperatives Advisor and Actg. Project Manager

**Principal Responsibilities**  
-----

- o Team Leader of U.S. project development teams responsible for designing USAID assisted \$6 million Philippine Cooperative Marketing Project.
- o Overall Management of Cooperative Marketing Project Implementation
- o Cooperative Advisor to the Central Bank of the Philippines in the design and development phases of the Philippine Cooperative Finance System.
- o Advisor to the Cooperative Marketing System of the Philippines and to the Cooperative Foundation in respective areas of cooperative marketing, supply and management.

DATE	EMPLOYER	POST
----	-----	----
May 82-May 84	Resources Management Int'l on contract to USAID/Indonesia CITANDUY II Highland Agriculture Development Project	Rural Credit Advisor
	ACDI Consultancies -----	
Feb-Apr. 82	For three months in Mindanao, Philippines as a cooperative marketing specialist to assist local cooperatives to form a regional cooperative.	
November 1981	Three weeks in the Philippines to evaluate a cooperative marketing project, to assist in study of all cooperative development activities in the Philippines.	
June 1981	Three weeks in west Africa to prepare a project proposal to establish rural banks in Sierra Leone.	
Jan-Feb 80	Three weeks in the Philippines helping ACDI long-term advisors on cooperative credit and marketing with initial relations.	
Sep-Oct. 80	Reviewing status of institutional small farmer credit in four countries of East Africa and preparing a base paper for the ACDI workshop on management of small farmer credit.	

<u>DATE</u>	<u>EMPLOYER</u>	<u>POSITION</u>
5/75-8/76	Agricultural Cooperative Development International (ACDI) on contract to USAID/Philippines	Cooperatives Advisor

Principal Responsibilities:

- Assist the Philippine Government in the design, implementation and evaluation of effective programs aimed at strengthening existing farmer institutional cooperative structure.
- Design and development of joint Philippine Government and USAID assisted Farmer Institutional Development Project.
- Advisor to the Philippine Government on ways of coordinating and interfacing cooperative development efforts with the country's land tenure reform program.
- Conduct analytical and comparative analyses of various existing farmer organizations for use by official host-government planners and policy makers.

11/74-2/75	United States Agency for International Development (USAID), Philippine Mission	Agricultural Consultant on Farmer Organizations and Credit Systems
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Principal Responsibilities:

- Conduct two studies for the USAID Mission, the first of which evaluates the performance of an agricultural production credit program conducted by a leading investment corporation within the Philippines, and the second, entitled "A Study of Philippine Farmer Organizations," which is a comprehensive analytical and comparative review of the interrelationships of eight farmers organizations existing within the Philippine setting.

6/74-9/74	ACTION - United States Peace Corps / Philippines	Project Director for Agricultural Training
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Principal Responsibilities:

- Provide direction for the development of new training methodologies for adoption within all PC/P orientation and development programs in agriculture.

DATE

EMPLOYER

POSITION

Principal Responsibilities:

- Provide overall leadership, supervision, administration and management of Peace Corps training program, including extensive technical training, intensive language training and cross-cultural orientation, for new volunteers working in agriculture, particularly in the field of livestock development.

8/73-6/74

ACTION-United States  
Peace Corps/Philippines

Technical Agricultural  
Credit Specialist

Principal Responsibilities:

- Design of Peace Corps assistance program to work with the host-government's Supervised Agricultural Credit System (as of 1978 some two hundred Peace Corps Volunteers have participated in this program).
- Design and conduct four-month technical training program for initial sixty Volunteers participating in Supervised Agricultural Credit Program.

7/71-8/73

U. S. Peace Corps/Philippines

Peace Corps  
Volunteer

Principal Responsibilities:

- Following the conduct of extensive technical and economic feasibility studies, organize and manage a provincial livestock cooperative principally engaging in the manufacturing of commercial quality livestock feeds.
- Serve as the Bureau of Animal Industry's Livestock Extension Supervisor for Nueva Ecija province, including responsibilities for the development, supervision and administration of the overall livestock extension program for the province.
- Serve as a member to the national government's livestock marketing task force.
- Assist the Central Bank's Agricultural Credit System in piloting a supervised credit lending program for livestock production.

<u>DATE</u>	<u>EMPLOYER</u>	<u>POSITION</u>
6/70-9/70	Oregon Cooperative Extension Service, Washington County	Assistant County Agent

Principal Responsibilities:

- Observe extension techniques and methodologies of the Cooperative Extension Service in Washington County.
- Supervise two feedgrains and one livestock project of the Extension Service underway within the county.
- Assist in the preparation of the county office's annual report.
- Perform routine daily functions of an extension agent, including: collection and dissemination of agricultural production information, preparation of news articles and farm visits.

SPECIAL ASSIGNMENTS:

<u>POSITION</u>	<u>ACTIVITY</u>	<u>YEAR</u>
1. Participant	Workshop for Improving Cooperative Management Systems <u>Sponsor:</u> ACDI and FAO	1979
2. Observer	National Symposium on Cooperative Development in the Philippines <u>Sponsor:</u> National Assn. of Training Centers for Cooperatives (NATCCO)	1977
3. Observer	Asian Cooperative Workshop <u>Sponsor:</u> ADC	1977
4. Participant	Interaction Management Seminar <u>Sponsor:</u> USAID/Washington	1976
5. Observer	13 <sup>th</sup> FAO Regional Conference for Asia and the Far East <u>Sponsor:</u> FAO/Rome	1976
6. Member	Philippine National Task Force on Cooperatives	1975-76
7. Participant	AC TION Regional Workshop for Trainers <u>Sponsor:</u> ACTION/Washington	1974
8. Member	Philippine National Livestock Marketing Task Force	1972-73

EDUCATION : Linfield College, 1967-1969  
Oregon State University, 1969-1971, Bachelor  
of Science, Agriculture, 1971  
Major Field of Study: Animal Science

LANGUAGE ABILITY : English, Spanish, Pilipino

COUNTRIES TRAVELLED: Japan, Taiwan, Philippines, Hong Kong,  
Canada, Mexico and Brazil

PUBLICATIONS :

1. "An Economic Cost/Benefit Analysis of Proposed USAID Assistance to the Cooperative Marketing Project": USAID/Manila; July 1977.
2. "A Study of Philippine Farmer Organizations": USAID/Manila; February 1975, 109 pages.
3. "Livestock Cooperative Development in the Philippines -- New Directions in an Expanding Industry": Paencor, Inc., Manila; November 1973.
4. "Ten-Year Feasibility Study on Cooperative Livestock Marketing": Nueva Ecija, Philippines; October 1972.
5. "Ten-Year Feasibility Study on Cooperative Feed Mixing": Nueva Ecija, Philippines; January 1973.
6. Numerous other technical publications, economic studies, project proposals and media publications.

REFERENCES : Upon Request

Route 1, Box 318  
Medical Lake, Washington 99022  
Tel. No. (509) 299-3792

MEMO C  
CORE TRAVEL LIST

<u>Name</u>	<u>Days</u>	<u>Page</u>
<u>STAFF:</u>		
D. Crane	4.00	1
D. Fledderjohn	11.00	2
B. Flick	23.00	3
B. Flick	1.00	4
B. Flick	0.50	5
B. Flick	23.00	6
B. Flick	12.00	7
B. Flick	7.00	8
B. Flick	9.25	9
B. Harvey	3.00	10
B. Harvey	5.00	11
B. Harvey	2.00	12
B. Harvey	2.00	13
B. Harvey	3.00	14
B. Harvey	1.00	15
B. Harvey	2.25	16
D. Key	4.25	17
J. Lewis	40.00	18
J. Lewis	1.00	19
J. Lewis	27.00	20
J. Lewis	5.00	21
J. Lewis	28.00	22
J. Lewis	9.50	23
U. Mally	4.00	24
U. Mally	2.00	25
G. Reagan	5.00	26
E. Shipp	1.50	27
D. Thomas	8.00	28
D. Thomas	2.00	29
D. Thomas	9.50	30
D. Thomas	2.00	31
D. Thomas	2.00	32
D. Thomas	3.75	33
D. Thomas	10.25	34
D. Thomas	32.00	35

R. Thurlow	14.00	36
R. Thurlow	20.00	37
R. Thurlow	1.00	38
R. Thurlow	5.00	39
J. Tomlinson	14.00	40
J. Tomlinson	5.00	41
J. Tomlinson	10.75	42
J. Tomlinson	1.00	43
J. Tomlinson	2.00	44
M. VanSteenwyk	5.00	45
M. VanSteenwyk	4.00	46
M. VanSteenwyk	11.00	47
M. VanSteenwyk	8.00	48
	-----	
TOTAL STAFF DAYS	406.50	
	-----	
<u>CONSULTANTS:</u>		
R. Fischer	4.00	49
R. Gaarder	19.00	50
S. Huffatutlar	8.50	51
K. Oberg	2.00	52
A. Poole	8.00	53
A. Poole	5.50	54
D. Reis	2.00	55
B.R. Singh	4.00	56
	-----	
TOTAL CONSULTANT DAYS	53.00	
	-----	
GRAND TOTAL TRAVEL DAYS	459.50	
	=====	

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Donald Crane

From: 03/07 To: 03/13

Countries Visited	No. of Days
1. USA	4
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit: 1

Leave: 3

Total: 8

Per Diem: 128.00

Expense: 38.00

Airfare: 288.00

Total Cost: 454.00

Less Project Cost: 0

Core Cost: 454.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: David Fledderjohn

From: 06/10 To: 07/29

Countries Visited	No. of Days
1. USA	9
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	2
Leave:	0
Total:	11

Per Diem:	759.00
Expense:	30.00
Airfare:	520.00

Total Cost:	1309.00
Less Project Cost:	0

Core Cost: 1309.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Robert Flick

From: 02/12 To: 03/17

Countries Visited	No. of Days	
1. Honduras	4.5	
2. Ecuador	21	
3. Bolivia	6	
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
		Transit: 3.5
		Leave: 0
		Total: 35
Per Diem:	2410.00	
Expense:	376.00	
Airfare:	1727.00	
Total Cost:	4513.00	
Less Project Cost:	1840.00	Core Cost: 2673.00

TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Robert Flick

From: 04/04 To: 04/04

Countries Visited	No. of Days
1. USA	1
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	0
Leave:	0
<b>Total:</b>	<b>1</b>

Per Diem: 0  
Expense: 48.00  
Airfare: 0

Total Cost:	48.00	
Less Project Cost:	0	Core Cost: 48.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Robert Flick

From: 04/25 To: 04/25

	Countries Visited	No. of Days
1.	USA	.5
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		

Transit: 0

Leave: 0

Total: .5

Per Diem: 0  
Expense: 25.00  
Airfare: 0

Total Cost: 25.00

Less Project Cost: 0

Core Cost: 25.00

TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Robert Flick

From: 05/17 To: 06/08

Countries Visited	No. of Days
1. Jamaica	7
2. Costa Rica	14
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	2
Leave:	0
<b>Total:</b>	<b>23</b>

Per Diem: 1437.00  
Expense: 173.00  
Airfare: 890.00

Total Cost: 2500.00  
Less Project Cost: 0

Core Cost: 2500.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Robert Flick

From: 07/22 To: 08/07

Countries Visited	No. of Days
1. Brazil	7
2. Ecuador	2
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	3
Leave:	5
Total:	17

Per Diem:	688.00
Expense:	182.00
Airfare:	1705.00

Total Cost:	2575.00	
Less Project Cost:	49.00	Core Cost: 2526.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Robert Flick

From: 09/20 To: 09/26

Countries Visited	No. of Days
1. Jamaica	3.5
2. USA	2.5
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	1
Leave:	0
Total:	7

Per Diem:	531.00
Expenses:	139.00
Airfare:	436.00

Total Cost:	1106.00
Less Project Cost:	0

Core Cost: 1106.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Robert Flick

From: 11/09 To: 11/18

Countries Visited	No. of Days
1. Costa Rica	3.25
2. Honduras	3
3. Guatemala	2.25
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	.75
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Leave:	0
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Total:	9.25
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Per Diem:	659.00
Expense:	81.00
Airfare:	780.00

Total Cost:	1520.00
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Less Project Cost:		Core Cost: 1520.00
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## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Bartlett Harvey

From: 01/08 To: 01/10

Countries Visited	No. of Days
1. Jamaica	3
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit: 1

Leave: 0

Total: 4

Per Diem: 230.00

Expense: 58.00

Airfare: 0

Total Cost: 288.00

Less Project Cost: 0

Core Cost: 288.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Bartlett Harvey

From: 04/08 To: 04/12

Countries Visited	No. of Days
1. Honduras	4
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit: 1

Leave: 0

Total: 5

Per Diem: 415.00

Expense: 49.00

Airfare: 504.00

Total Cost: 968.00

Less Project Cost: 0

Core Cost: 968.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Bartlett Harvey

From: 05/01 To: 05/02

Countries Visited	No. of Days
1. USA	2
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit: 0

Leave: 0

Total: 2

Per Diem: 72.00

Expense: 2.00

Airfare: 0

Total Cost: 74.00

Less Project Cost: 0

Core Cost: 74.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Bartlett Harvey

From: 07/05 To: 07/07

Countries Visited	No. of Days
1. USA	2
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit: 0

Leave: 0

Total: 2

Per Diem: 100.00

Expense: 6.00

Airfare: 920.00

Total Cost: 1026.00

Less Project Cost: 0

Core Cost: 1026.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Bartlett Harvey

From: 07/30 To: 08/01

Countries Visited	No. of Days
1. USA	2
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit: 1

Leave: 0

Total: 3

Per Diem: 36.00  
Expense: 22.00  
Airfare: 744.00

Total Cost: 802.00

Less Project Cost: 0

Core Cost: 802.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Bartlett Harvey

From: 11/09 To: 11/09

Countries Visited	No. of Days
1. USA	1
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit: 0

Leave: 0

Total: 1

Per Diem: 40.00

Expense: 0

Airfare: 415.00

Total Cost: 455.00

Less Project Cost: 0

Core Cost: 455.00

TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Bartlett Harvey

From: 12/02 To: 12/04

Countries Visited	No. of Days
1. USA	2.25
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	0
Leave:	0
<b>Total:</b>	<b>2.25</b>

Per Diem: 112.00  
Expense: 21.00  
Airfare: 432.00

Total Cost: 565.00  
Less Project Cost: 0  
Core Cost: 565.00

61

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Dale Key

From: 03/07 To: 03/11

Countries Visited	No. of Days
1. USA	4.25
2. Honduras	7
3. Costa Rica	4
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit: 0

Leave: 0

Total: 15.25

Per Diem: 1153.00

Expense: 68.00

Airfare: 744.00

Total Cost: 1965.00

Less Project Cost: 1752.00

Core Cost: 213.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Jerry Lewis

From: 01/12 To: 02/20

Countries Visited	No. of Days
1. Philippines	8
2. Thailand	4
3. Indonesia	6
4. Tonga	8
5. Fiji	4
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	4
Leave:	6
Total:	40

Per Diem: 2272.00  
Expense: 316.00  
Airfare: 4340.00

Total Cost: 6922.00  
Less Project Cost: 0

Core Cost: 6928.00

62

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Jerry Lewis

From: 03/08 To: 03/09

	Countries Visited	No. of Days
1.	USA	1
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		

Transit: 1

Leave: 0

Total: 2

Per Diem: 46.00

Expenses: 62.00

Airfare: 0

Total Cost: 108.00

Less Project Cost: 0

Core Cost: 108.00

64

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Jerry Lewis

From: 05/12 To: 06/07

Countries Visited	No. of Days
1. Egypt	9
2. Jordan	5
3. Saudi Arabia	2
4. Yemen	1
5. Turkey	6
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	4
Leave:	0
<b>Total:</b>	<b>27</b>

Per Diem: 1322.00  
Expense: 357.00  
Airfare: 2843.00

Total Cost: 4522.00  
Less Project Cost: 0

Core Cost: 4522.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Jerry Lewis

From: 07/09 To: 07/13

	Countries Visited	No. of Days
1.	USA	5
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		

Transit: 0

Leave: 0

Total: 5

Per Diem: 250.00  
Expense: 16.00  
Airfare: 334.00

Total Cost: 600.00

Less Project Cost: 0

Core Cost: 600.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Jerry Lewis

From: 09/08 To: 10/05

Countries Visited	No. of Days
1. Philippines	3
2. Nepal	7
3. India	2
4. Pakistan	5
5. Jordan	3.5
6. Turkey	2.5
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	5
Leave:	0
Total:	28

Per Diem: 1872.00  
Expense: 394.00  
Airfare: 2972.00

Total Cost: 5238.00  
Less Project Cost: 0

Core Cost: 5238.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Jerry Lewis

From: 10/30 To: 11/21

Countries Visited	No. of Days
1. Egypt	13.25
2. Israel	4.50
3. Jordan	2
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	2.5
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Leave:	0
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Total:	22.25
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Per Diem:	1327.00
Expense:	289.00
Airfare:	1131.00

Total Cost:	2747.00
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Less Project Cost:	1963.00
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Core Cost:	784.00
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## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Umesh Mally

From: 01/09 To: 01/12

Countries Visited	No. of Days
1. USA	3
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit: 1

Leave: 0

Total: 4

Per Diem: 230.00  
Expense: 69.00  
Airfare: 468.00

Total Cost: 767.00

Less Project Cost: 0

Core Cost: 767.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Umesh Mally

From: 11/08 To: 11/09

Countries Visited	No. of Days
1. USA	2
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit: 0

Leave: 0

Total: 2

Per Diem: 0  
Expense: 87.00  
Airfare: 45.00

Total Cost: 132.00

Less Project Cost: 0

Core Cost: 132.00

TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: George Reagan

From: 02/27 To: 03/02

Countries Visited	No. of Days
1. U.S.A.	4
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	1
Leave:	0
 Total:	 5

Per Diem:	493.00
Expense:	82.00
Airfare:	554.00

Total Cost:	1129.00	
Less Project Cost:	161.00	Core Cost: 968.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Elizabeth Shipp

From: 05/21 To: 05/23

Countries Visited	No. of Days
1. USA	1.5
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	0
Leave:	0
Total:	1.5

Per Diem:	75.00
Expense:	4.00
Airfare:	160.00

Total Cost: 239.00

Less Project Cost: 0

Core Cost: 239.00

72

TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Donald Thomas

From: 01/07 To: 01/14

Countries Visited	No. of Days
1. USA	6
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit: 2

Leave: 0

Total: 8

Per Diem: 285.00

Expense: 74.00

Airfare: 418.00

Total Cost: 777.00

Less Project Cost: 0

Core Cost: 777.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Donald Thomas

From: 02/27 To: 02/28

Countries Visited	No. of Days
1. USA	2
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit: 0

Leave: 0

Total: 2

Per Diem: 124.00  
Expense: 57.00  
Airfare: 378.00

Total Cost: 559.00

Less Project Cost: 0

Core Cost: 559.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Donald Thomas

From: 03/23 To: 04/01

Countries Visited	No. of Days
1. Guatemala	3
2. Honduras	3.25
3. Costa Rica	2.75
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit: .50

Leave: 0

Total: 9.50

Per Diem: 729.00  
Expense: 87.00  
Airfare: 1464.00

Total Cost: 2280.00

Less Project Cost: 0

Core Cost: 2280.00

25

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Donald Thomas

From: 05/01 To: 05/02

Countries Visited	No. of Days
1. USA	2
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit: 0

Leave: 0

Total: 2

Per Diem: 0  
 Expense: 82.00  
 Airfare: 0

Total Cost: 82.00

Less Project Cost: 0

Core Cost: 82.00

TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Donald Thomas

From: 07/05 To: 07/07

Countries Visited	No. of Days
1. USA	2
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	0
Leave:	0
<b>Total:</b>	<b>2</b>

Per Diem: 137.00  
 Expense: 42.00  
 Airfare: 893.00

Total Cost: 1072.00  
 Less Project Cost: 0

Core Cost: 1072.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Donald Thomas

From: 09/20 To: 09/23

Countries Visited	No. of Days
1. Jamaica	3.25
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit: .50

Leave: 0

Total: 3.75

Per Diem: 398.00

Expense: 58.00

Airfare: 426.00

Total Cost: 882.00

Less Project Cost: 0

Core Cost: 882.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Donald Thomas

From: 11/08 To: 11/18

Countries Visited	No. of Days
1. USA	1.25
2. Costa Rica	3.50
3. Honduras	3
4. Guatemala	2.25
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit: .25

Leave: 0

Total: 10.25

Per Diem: 776.00

Expense: 141.00

Airfare: 788.00

Total Cost: 1705.00

Less Project Cost: 40.00

Core Cost: 1665.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Donald Thomas

From: 12/02 To: 01/02

Countries Visited	No. of Days
1. Tonga	5
2. Australia	1
3. Philippines	4
4. Burma	2
5. India	3
6. Egypt	3
7.	
8.	
9.	
10.	
11.	
12.	

Transit: 7

Leave: 7

Total: 32

Per Diem: 2137.00

Expense: 240.00

Airfare: 2390.00

Total Cost: 4767.00

Less Project Cost: 13.00

Core Cost: 4754.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Roland Thurlow

From: 02/07 To: 03/08

Countries Visited	No. of Days
1. Kenya	10
2. Uganda	6
3. Tanzania	5
4. Zimbabwe	4
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	6
Leave:	0
Total:	31

Per Diem:	2033.00
Expense:	307.00
Airfare:	3316.00

Total Cost:	5656.00	
Less Project Cost:	3813.00	Core Cost: 1843.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Roland Thurlow

From: 05/06 To: 05/25

Countries Visited	No. of Days	
1. Zimbabwe	3.5	
2. Kenya	2.5	
3. Tanzania	7	
4. Sudan	3	
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
		Transit: 4
		Leave: 0
		Total: 20
Per Diem:	1800.00	
Expense:	242.00	
Airfare:	3145.00	
Total Cost:	5187.00	
Less Project Cost:	0	Core Cost: 5187.00

22

TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Poland Thurlow

From: 06/09 To: 06/09

Countries Visited	No. of Days
1. USA	1
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	0
Leave:	0
<b>Total:</b>	<b>1</b>

Per Diem: 0  
Expense: 123.00  
Airfare: 329.00

Total Cost: 452.00  
Less Project Cost: 0                      Core Cost: 452.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Roland Thurlow

From: 09/09 To: 10/07

Countries Visited	No. of Days
1. Kenya	6
2. Tanzania	8
3. Uganda	7
4. Zimbabwe	4
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	4
Leave:	0
Total:	29

Per Diem:	1937.00
Expense:	182.00
Airfare:	3411.00

Total Cost:	5530.00
Less Project Cost:	3433.00

Core Cost: 2097.00

84

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Jane Tomlinson

From: 07/08 To: 07/21

Countries Visited	No. of Days
1. Barbados	3
2. St. Lucia	2
3. St. Vincent	3
4. Grenada	4
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	2
Leave:	0
Total:	14

Per Diem:	1292.00
Expense:	220.00
Airfare:	945.00

Total Cost: 2457.00

Less Project Cost: 0

Core Cost: 2457.00

25

TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Jane Tomlinaon

From: 07/29 To: 08/02

Countries Visited	No. of Days
1. USA	3
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	2
Leave:	0
<b>Total:</b>	<b>5</b>

Per Diem: 22.00  
Expense: 23.00  
Airfare: 744.00

Total Cost: 789.00  
Less Project Cost: 0

Core Cost: 789.00

86

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Jane Tomlinson

From: 10/17 To: 11/03

Countries Visited	No. of Days
1. Swaziland	3.50
2. Lesotho	4.25
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	3
Leave:	7.25
Total:	18

Per Diem: 571.00  
 Expense: 104.00  
 Airfare: 957.00

Total Cost: 1632.00  
 Less Project Cost: 0

Core Cost: 1632.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Jane Tomlinson

From: 11/13 To: 11/13

Countries Visited	No. of Days
1. USA	1
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit: 0

Leave: 0

Total: 1

Per Diem: 17.00

Expense: 20.00

Airfare: 150.00

Total Cost: 187.00

Less Project Cost: 0

Core Cost: 187.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Jane Tomlinaon

From: 12/05 To: 12/07

Countries Visited	No. of Days
1. USA	2
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	0
Leave:	0
Total:	2

Per Diem:	196.00
Expense:	37.00
Airfare:	218.00

Total Cost: 451.00

Less Project Cost: 0

Core Cost: 541.00

TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Mark VanSteenwyk

From: 06/19 To: 06/23

Countries Visited	No. of Days
1. USA	5
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	0
Leave:	0
<b>Total:</b>	<b>5</b>

Per Diem: 295.00  
 Expense: 65.00  
 Airfare: 618.00

Total Cost: 978.00  
 Less Project Cost: 0

Core Cost: 978.00

## TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Mark VanSteenwyk

From: 07/10 To: 07/13

Countries Visited	No. of Days
1. USA	4
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit: 0

Leave: 0

Total: 4

Per Diem: 225.00  
Expense: 425.00  
Airfare: 390.00

Total Cost: 1040.00

Less Project Cost: 0

Core Cost: 1040.00

TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: M. VanSteenwyk (+3 Dependents) From: 08/08 To: 08/18

Countries Visited	No. of Days
1. USA	3
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	8
Leave:	24
<b>Total:</b>	<b>35</b>

Per Diem: 548.00  
 Expense: 35.00  
 Airfare: 4543.00

Total Cost:	5126.00	
Less Project Cost:	0	Core Cost: 5126.00

TRAVEL ITINERARIES

Staff/Consultant: S

Traveller: Mark VanSteenwyk

From: 12/03 To: 12/11

Countries Visited	No. of Days
1. Thailand	5.75
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	2.25
Leave:	1
Total:	9

Per Diem: 725.00  
Expense: 112.00  
Airfare: 624.00

Total Cost: 1461.00  
Less Project Cost: 0

Core Cost: 1461.00

## TRAVEL ITINERARIES

Staff/Consultant: C

Traveller: Robert Fischer

From: 02/22 To: 02/26

Countries Visited	No. of Days
1. Tanzania	4
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit: 0

Leave: 0

Total: 4

Per Diem: 0  
Expense: 0  
Airfare: 1075.00

Total Cost: 1075.00

Less Project Cost: 0

Core Cost: 1075.00

TRAVEL ITINERARIES

Staff/Consultant: C

Traveller: Robert Gaarder

From: 03/25 To: 05/05

Countries Visited	No. of Days
1. Zimbabwe	19
2. Uganda	18
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	5
Leave:	0
<b>Total:</b>	<b>42</b>

Per Diem: 2421.00  
 Expense: 224.00  
 Airfare: 2783.00

Total Cost: 5428.00  
 Less Project Cost: 3628.00

Core Cost: 1800.00

as

## TRAVEL ITINERARIES

Staff/Consultant: C

Traveller: Steve Huffatutlar

From: 07/19 To: 07/29

Countries Visited	No. of Days
1. Costa Rica	6.5
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	2
Leave:	
Total:	8.5

Per Diem:	558.00
Expense:	148.00
Airfare:	772.00

Total Cost:	1478.00
Less Project Cost:	0

Core Cost: 1478.00

TRAVEL ITINERARIES

Staff/Consultant: C

Traveller: Keith Oberg

From: 06/15 To: 06/16

Countries Visited	No. of Days
1. Thailand	2
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	0
Leave:	0
<b>Total:</b>	<b>2</b>

Per Diem: 0  
Expense: 100.00  
Airfare: 0

Total Cost:	100.00	
Less Project Cost:	0	Core Cost: 100.00

TRAVEL ITINERARIES

Staff/Consultant: C

Traveller: Allen Poole

From: 03/31 To: 04/07

Countries Visited	No. of Days
1. U.S.A.	8
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	0
Leave:	0
<b>Total:</b>	<b>8</b>

Per Diem: 375.00  
 Expense: 290.00  
 Airfare:

Total Cost: 665.00  
 Less Project Cost: 0  
 Core Cost: 665.00

TRAVEL ITINERARIES

Staff/Consultant: C

Traveller: Alien Poole

From: 05/17 To: 05/20

Countries Visited	No. of Days
1. Jamaica	5.5
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit:	0
Leave:	0
<b>Total:</b>	<b>5.5</b>

Per Diem:	599.00
Expense:	31.00
Airfare:	20.00

Total Cost:	650.00	
Less Project Cost:	0	Core Cost: 650.00

TRAVEL ITINERARIES

Staff/Consultant: C

Traveller: Dan Reis

From: 02/09 To: 02/10

Countries Visited	No. of Days
1. Haiti	1.5
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit: .5

Leave: 0

Total: 2

Per Diem: 75.00

Expense: 80.00

Airfare: 0

Total Cost: 155.00

Less Project Cost: 0

Core Cost: 155.00

140

TRAVEL ITINERARIES

Staff/Consultant: C

Traveller: Bhoj Raj Singh

From: 08/30 To: 09/02

Countries Visited	No. of Days
1. Nepal	4
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Transit: 0

Leave: 0

Total: 4

Per Diem: 0  
Expense: 306.00  
Airfare: 0

Total Cost: 306.00

Less Project Cost: 0

Core Cost: 306.00

101

MEMO D

1984 SHORT-TERM TECHNICAL TRAINING ACTIVITIES:

TECHNICAL PARTICIPANT TRAINING IN THE UNITED STATES

<u>Country of Origin</u>	<u>Number of Participants</u>	<u>Person/days of Training</u>
Argentina	3	3
Bolivia	1	1
Brazil	2	2
Chile	1	1
Colombia	1	1
Costa Rica	16	154
Dominican Republic	2	2
Ecuador	2	2
Egypt	76	2,187
El Salvador	3	3
Guatemala	2	2
Honduras	2	2
Kenya	10	407
Nicaragua	1	1
Panama	1	1
Peru	3	3
Tanzania	2	84
Uganda	44	1,987
Total	172	4,843

TECHNICAL PARTICIPANT TRAINING IN A THIRD COUNTRY:

<u>Country of Origin</u>	<u>Number of Participants</u>	<u>Person/days of Training</u>	<u>Country of Training</u>
Kenya	2	80	Italy
Costa Rica	1	32	Argentina

ARGENTINA

3 Argentine congressmen; 3 person/days

<u>Participant/group</u>	<u>Area of Training</u>	<u>Days of Training</u>	<u>Location</u>
Juan Elizalde Committee President; Raul Druetta, Committee Vice Presi.; Jose Manny Committee Member Agricultural and Livestock Committee, Congress of Argentina	Management and operations of agricultural cooperative		Southern States Cooperative, Richmond, Virginia

103

COSTA RICA

14 technical training participants; 152 person/days

<u>Participant/group</u>	<u>Area of Training</u>	<u>Days of Training</u>	<u>Location</u>
Carlos Morales Marcos Salazar BANCOOP	Bank operations	7	Citizens and Southern Bank, Miami, Florida
Jose Mariano Rodriguez Credit Executive BANCOOP	Farm credit	28	Omaha Bank for Cooperatives Omaha, Nebraska
11 Board Members BANCOOP	Operations of farm credit and agricultural cooperative organizations, duties and responsibilities of board of directors	10	Various farm credit and ag coop organizations

104

EGYPT

76 technical training participants; 2,187 person/days

<u>Participant/group</u>	<u>Area of Training</u>	<u>Days of Training</u>	<u>Location</u>
Group IV 9 Credit Officials 12 Ag Extensionists	Credit: overview of accounting/record keeping; financial management Extension: overview of working, well-integrated national farm management support system.	28	Credit: Omaha Bank for Cooperatives or FCB of Springfield Extension: Kansas State University Lawrence, Kansas Both delegation: Agri tour, Florida Florida State University, Gainesville, Florida
Group V 10 Credit Officials 12 Ag Extensionists	Credit: overview of accounting/record keeping; financial management Extension: overview of working, well-integrated national farm management support system.	28	Credit: FCB Louisville or FCB of Springfield Extension: New Mexico State University Las Cruces, New Mexico Both delegation: Agri tour, Florida
Group VI 11 Credit Officials 10 Ag Extensionists 2 Senior Training Mgrs.	Credit: overview of accounting/record keeping; financial management Extension: overview of working, well-integrated national farm management support system. Training: Overview of cooperative training/ education programs and institutions	28	Credit: FCB of St. Paul Extension: New Mexico State University Las Cruces, New Mexico Both delegation: Agri tour in California University of California, Davis Training: FCB of St. Louis FCB of Spokane Farmland Training Center, Kansas City
7 Veterinarians	Poultry & livestock care & management; transfer of knowledge to ag extensionists and farmers.	30	College of Veterinary Medicine University of Georgia Athens, Georgia
Mahmoud Saleh Gharib Farm Mgt. Advisor; M. Kamal E. Taha Nasser, Counsellor; Magdi Hanna Zaki, Researcher	Strategic planning and management for agribusiness	43	A.D. Little Management Education Institute, Cambridge, Massachusetts

10.

KENYA

10 technical training participants; 411 person/days

<u>Participant/group</u>	<u>Area of Training</u>	<u>Days of Training</u>	<u>Location</u>
J.M.G. Muhoro Dep. Permanent Secretary Ministry of Cooperative Development	U.S. cooperative movement with emphasis on cooperative education/training	14	University Center for Cooperatives, University of Wisconsin, Madison; Land O'Lakes, Inc., Minneapolis; Farm Credit Services of St. Paul; Farmland Training Center, Kansas City
J.K. Ilako Commissioner for Cooperative Development Ministry of Cooperative Development	Organization and operation of agricultural cooperatives	18	National Institute on Cooperative Education, Bozeman, Montana; CENEX, St. Paul
Miriam Gachago Assistant Principal & Director of Studies Cooperative College of Kenya; Martha Mwaniki Acting Head of Legal Services Section, Ministry of Cooperative Development	Organization and operation of agricultural cooperatives and farm credit institutions with emphasis on education/training or cooperative law	17	Various cooperative organizations in Wisconsin, Kansas and Mississippi
Erastus Mureithi Deputy Commissioner; Herman Edagwa Head, Urban Credit Section; Gregory Wamalwa Provincial Coop. Officer Ministry of Cooperative Development	Organization and operation of agricultural cooperatives and farm credit institutions	17	University Center for Cooperatives, University of Wisconsin, Madison; Farm Credit Banks of St. Paul; CENEX, St. Paul; Various cooperative organizations in Michigan; Land O'Lakes, Inc., Minneapolis

KENYA continued

<u>Participant/group</u>	<u>Area of Training</u>	<u>Days of Training</u>	<u>Location</u>
Joseph Kiioh Assistant Commissioner for Cooperative Development Ministry of Cooperative Development	Small Farmer Credit Policy and Administration	50	USDA Graduate School, Washington, D.C.; Farm Credit Banks of Baltimore Southern States Cooperative, Richmond
Joseph Mwangi Provincial Cooperative Officer; George Oseko Provincial Cooperative Officer Ministry of Cooperative Development	Cooperative Education and Management	120	University Center for Cooperatives University of Wisconsin, Madison

LAC GROUP

23 technical training participants; 23 person/days

<u>Participant/group</u>	<u>Area of Training</u>	<u>Days of Training</u>	<u>Location</u>
<b>Campesino Leaders:</b>			
Bolivia(1) El Salvador(3)	Cooperative development and farm credit	1	Southern Delaware Truck Growers Association, Laurel, Delaware
Brazil(2) Guatemala(2)			Georgetown Branch Dover PCA, Georgetown, Delaware
Chile(1) Honduras(2)			Southern States Milford Cooperative, Milford, Delaware
Colombia(1) Nicaragua(1)			
Costa Rica(2) Panama(1)			
Dom.Rep(2) Peru(3)			
Ecuador(2)			

TANZANIA

2 technical training participants; 84 person/days

<u>Participant/group</u>	<u>Area of Training</u>	<u>Days of Training</u>	<u>Location</u>
Philip Magani Chairman and Managing Director Tanzania Rural Cooperative Development Bank	Senior management	63	Harvard International Senior Managers Program, Graduate School of Business Administration, Harvard University, Cambridge, Massachusetts
John Max Cooperative and Local Government Advisor Office of the Prime Minister, Government of Tanzania	Organization and operations of agricultural cooperative and farm credit institutions	21	Various cooperative, farm credit and academic institutions in North Carolina and Indiana

ACADEMIC PARTICIPANT TRAINING IN THE UNITED STATES

Country of Origin      Degree Program - Number of students in program

**KENYA**  
20 participants

**Bachelor of Science:**  
Accounting - 4  
Adult Education - 1  
Agricultural Economics - 8 (1 terminated)

**Master of Science:**  
Business Administration - 1  
Business Education - 1  
Economics - 3  
Management - 1  
Management Development - 1

**TANZANIA**  
18 participants

**Associate of Arts:**  
Electronic Data Processing - 2  
General Business - 1

**Bachelor of Science:**  
Agricultural Economics and  
Range Management - 1

**Master of Science:**  
Agricultural Economics - 4  
Management - 5  
Management Development - 5

**UGANDA**  
3 participants

**Bachelor of Science:**  
Agricultural Economics - 1

**Master of Arts:**  
Public Policy and Administration - 1

**Master of Science:**  
Management - 1

**Total 41 Academic participants**

**UGANDA**

44 technical training participants; 2,006 person/days

<u>Participant/group</u>	<u>Area of Training</u>	<u>Days of Training</u>	<u>Location</u>
Pius Batarinyebwa Commissioner for Cooperative Development; William Okoroi Senior Cooperative Officer Ministry of Cooperatives and Marketing	Organization and operations of agricultural cooperative and farm credit institutions; Leadership	35	National Institute on Cooperative Education, Bozeman, Montana; University Center for Cooperatives, University of Wisconsin, Madison; Leadership for Development program, NTL Institute, Bethel, Maine; Various cooperative organizations
Millie Abaru Head Credit Section Ministry of Cooperatives and Marketing	Organization and operations of farm credit institutions	12	Farm Credit Banks of Springfield
36 cooperative leaders and managers	Organization and operations of agricultural cooperative and farm credit institutions	30	Waseca Technical College, University of Minnesota, Waseca; Various cooperative organizations in eight states
Five lecturers Uganda Cooperative College	Specialized study in academic discipline; Organization and operations of agricultural and farm credit institutions.	165	University of Wisconsin, Madison; Southern Farmers Association, Little Federal Intermediate Credit Banks

**THIRD COUNTRY****Three technical training participants; 112 person/days**

<b><u>Participant/Country</u></b>	<b><u>Area of Training</u></b>	<b><u>Days of Training</u></b>	<b><u>Location</u></b>
<b>Gilbert Okoye Lecturer Cooperative College of Kenya</b>	<b>Cooperative education and training curriculum development</b>	<b>40</b>	<b>International Centre for Advanced Technical and Vocational Training, Turin, Italy</b>
<b>Henry Shivachi Lecturer Cooperative College of Kenya</b>	<b>Cooperative education and training methodologies</b>	<b>40</b>	<b>International Centre for Advanced Technical and Vocational Training, Turin, Italy</b>
<b>Carlos Sauma BANCOOP Costa Rica</b>	<b>Farm credit management</b>	<b>32</b>	<b>SIDEFCOOP, Buenos Aires, Argentina</b>

## MEMO\_E\_

1984 LONG-TERM TRAINING ACTIVITIESKENYA - 1984

20 long term academic participants: Ministry of Cooperative Development

43 person/days of on-the-job training

<u>Richard Achesah</u> Cooperative Officer	MS/Economics Western Illinois U. Macomb, IL Degree Date:5/31/85	OJT: Farm credit Bank Operations FCB of St. Louis 5 days	AID Mid-Winter Seminar Development Process: A Washington Perspective Washington D.C. 8 days
<u>Noah Chune</u> Provincial Coop Officer	MS/Economics Virginia State U. Petersburg, VA Degree Date:5/31/85	OJT: Orientations FmHA .5 days FCA .5 days	University Center for Cooperatives University of Wisconsin/Madison Summer Session 8 weeks AID Mid-Winter Seminar Management:The Case Method for Development Boston, MA 8 days
<u>James Gachara</u> Coop College Lecturer	BS/Agricultural Economics University of Georgia Athens, GA Degree Date:5/31/85	NA	AID Mid-Winter Seminar The Business of Agriculture Columbia, SC 8 days
<u>Ibrahim Ibrahim</u> Provincial Cooperative Auditor	BS/Accounting Tuskegee Institute Tuskegee, AL Degree Date:12/15/85	NA	NA
<u>Chegge Kariuki</u> Coop College Lecturer	MBA St. Louis University St. Louis, MO Degree Date:5/12/84	OJT:Farm Credit Bank Operations FCB of St. Louis .5 days	NA

<u>John Karu</u> District Coop Officer	MS/Economics Western Illinois U Macomb, IL Degree Date:5/31/85	OJT:Farm Credit Bank Operations FCB of St. Louis 5 days	University Center for Cooperatives University of Wisconsin/Madison Summer Session 8 weeks AID Mid-Winter Seminar Development Process: A Washington Perspective Washington, D.C. 8 days
<u>Jackson Keitany</u> District Coop Officer	BS/Agricultural Economics California State U/Chico Chico, CA Degree Date:8/15/85	OJT:Farm Credit Farm Mgmt FCB of Sacramento 5 days	AID Mid-Winter Seminar  Environment Phoenix, AZ 8 days
<u>Cecilia Kiongo</u> Coop College Lecturer	BS/Business Admin Montclair State College Upper Montclair, NJ Degree Date:8/15/85	NA	NA
<u>John Maingi</u> Auditor	BS/Accounting Southern U Baton Rouge, LA Degree Date:12/15/85	NA	AID Mid-Winter Seminar The Business of Agriculture Columbia, SC 8 days
<u>Hachim Mbogo</u> Auditor	BS/Accounting New Mexico State U Las Cruces, NM Degree Date:8/15/85	NA	AID Mid-Winter Seminar Lessons in Leadership St. Louis, MO 8 days
<u>Stanley Miringu</u> Coop College Lecturer	BS/Agricultural Economics Pennsylvania State U University Park, PA Degree Date:12/15/85	NA	Management Communications Seminar Washington, D.C. 12/26/84-1/6/85 5.5 days
<u>Anne Munene</u> Asst. Coop Officer-Education	BS/Adult Education Cornell U Ithaca, NY Degree Date:12/15/85	OJT:Coop Training Agway, Inc. 10 days	Management Communications Seminar Washington, D.C. 12/26/84-1/6/85 5.5 days

<u>Fernandes Mutiria</u> Coop Officer(Credit)	MS/Management Development USDA Grad Sch/Beacon Coll Washington, D.C. Degree Date:5/30/84	OJT:Farm Credit Bank Operations Coop Management FCB of St. Louis 4.5 days FCB of Baltimore 5 days Farmland Industries,Inc. 2 days	Management Communications Seminar Washington, D.C. 12/16/83-1/6/84 5.5 days
<u>George Mwasu</u> District Coop Officer	BS/Agricultural Economics West Virginia U Morgantown, WV Degree Date:8/15/85	NA	University Center for Cooperatives University of Wisconsin/Madison Summer Session 8 weeks Management Communications Seminar Washington, D.C. 12/26/84-1/6/85 5.5 days
<u>Mercyline Mwatua</u> Asst. Coop Officer(Credit)	BS/Accounting Tuskegee Institute Tuskegee, AL Degree Date:12/15/85	NA	AID Mid-Winter Seminar Lessons in Leadership St. Louis, MO 8 days
<u>Kiruki Nyiruu</u> Deputy Project Coordinator	BS/Agricultural Economics California State University Chico, CA Degree Date:8/15/85	OJT:Farm credit Farm Mgmt FCB of Sacramento 5 days	AID Mid-Winter Seminar Population Explosion and the Environment Phoenix, AZ 8 days
<u>William Okumu</u> Coop College Lecturer Head, Management Dept.	MS/Management A.D.Little Mgmt. Ed. Inst. Cambridge, MA Degree Date:8/1/85	NA	NA
<u>Joseph Omari</u> District Coop Credit Coordinator	BS/Agricultural Economics West Virginia U Morgantown, WV Terminated due to illness	NA	NA

Charles Owiny  
Coop Auditor

BS/Agricultural Economics NA  
University of Georgia  
Athens, GA  
Degree Date:5/31/85

AID Mid-Winter Seminar  
The Business of Agriculture  
Columbia, SC  
8 days

Stephen Ragama  
Training Officer

MS/Business Education NA  
University of Wisconsin  
Madison, WI  
Degree Date:5/31/85

University Center for Cooperatives  
University of Wisconsin  
Coop Ed & Mgmt Seminar  
16 weeks  
AID Mid-Winter Seminar  
Community Leadership  
Dallas, TX  
8 days

TANZANIA - 1984

18 long term academic participants: Cooperative Rural Development Bank

80.5 person/days of on-the-job training

Haggrey Akile  
Project Officer

MS/Management Development  
USDA Grad Sch/Beacon Coll  
Washington, D.C.  
Degree Date:5/30/84

OJT:Farm Credit  
Bank Operations  
Coop Management  
Orientation  
FCB of Baltimore  
5 days  
Southern Farmers Assoc.  
5 days  
FCA  
.5 days  
Ag Coop Services  
.5 days

Management Communications Seminar  
Washington, D.C. 12/26/83-1/6/84  
5.5 days

Moses Bunango  
Accountant II

AA/Electronic Data  
Processing  
Southern Illinois U  
Carbondale, IL  
Degree Date:12/7/84

NA

Management Communications Seminar  
Washington, D.C. 12/26/83-1/6/84  
5.5 days  
Wang Computer Course:  
Administration & Operations  
St. Louis, MO  
4.5 days  
Canada  
Wang Computer Course:  
Procedure Language  
Toronto, Canada  
3 days

Haroun Buzohera  
Project Officer

MS/Management Development  
USDA Grad Sch/Beacon Coll  
Washington, D.C.  
Degree Date:5/30/84

OJT:Farm Credit  
Bank Operations  
Coop Management  
FCB of Baltimore  
5 days  
Southern Farmers Assoc.  
5 days

Management Communications Seminar  
Washington, D.C. 12/26/83-1/6/84  
5.5 days

<u>Che Chenjah</u> Project Officer	MS/Management A.D.Little Mgmt.Ed.Inst. Cambridge, MA Degree Date:8/2/84	OJT:Orientation FCA .5 day Ag Coop Services .5 day	NA
<u>Charles Chikaka</u> Regional Manager	MS/Agricultural Economics Ohio State U Columbus, OH Degree Date:6/8/84	NA	Management Communications Seminar Washington, D.C. 12/26/83-1/6/84 5.5 days
<u>Alfred Kapanga</u> Personnel Manager	AA/General Business Florida Junior Coll Jacksonville, FL Degree Date:7/25/84	NA	Management Communications Seminar Washington, D.C. 12/26/83-1/6/84 5.5 days
<u>Fuhanael Kihunrwa</u> Zonal Manager	MS/Management Development USDA Grad School/ Central Michigan U Washington, D.C. Degree Date:5/30/84	OJT:Farm Credit Bank Operations Coop Management FCB of St. Louis 4.5 days Farmland Industries, Inc. 2 days	NA
<u>Francis Lungu</u> Regional Manager	MS/Agricultural Economics West Virginia U Morgantown, WV Degree Date:12/15/84	OJT:Farm Credit Bank Operations Coop Management FCB of Baltimore 9 days	Management Communications Seminar Washington, D.C. 12/26/83-1/6/84 5.5 days
<u>Elisa Marandu</u> Acting Regional Manager	MS/Agricultural Economics West Virginia U Morgantown, WV Degree Date:10/21/84	OJT:Farm Credit Bank Operations Coop Management FCB of Baltimore 9 days	Management Communications Seminar Washington, D.C. 12/26/83-1/6/84 5.5 days

Joseph Massawe  
Accountant

AA/Electronic Data  
Processing  
Southern Illinois U  
Carbondale, IL  
Degree Date:12/7/84

NA

Management Communications Seminar  
Washington, D.C.12/26/83-1/6/84  
5.5 days  
Wang Computer Course  
Administration & Operations  
St. Louis, MO  
4.5 days  
Wang Computer Course:  
Procedure Language  
Toronto, Canada  
3 days

Mhegelele Mduda  
Regional Manager

MS/Management  
A.D.Little Mgmt.Ed.Inst.  
Cambridge, MA  
Degree Date:8/2/84

OJT:Orientation  
FCA  
.5 day  
Ag Coop Services  
.5 day

NA

Israel Mmari  
Zonal Manager

MS/Agricultural Economics  
U of Illinois  
Urbana/Champaign, IL  
Degree Date:12/27/84

NA

Management Communications Seminar  
Washington, D.C. 12/26/83-1/6/84  
5.5 days

Kasase Msigwa  
Estate Management Officer

MS/Management Development  
USDA Grad Sch/Beacon Coll  
Washington, D.C.  
Degree Date:5/30/84

OJT:Farm Credit  
Bank Operations  
Coop Management  
FLB & FICB of Columbia  
5 days  
FCB of Baltimore  
5 days

Management Communications Seminar  
Washington, D.C. 12/26/83-1/6/84  
5.5 days

Bello Mwambapa  
Regional Manager

MS/Management  
A.D.Little Mgmt.Ed.Inst.  
Cambridge, MA  
Degree Date: 8/2/84

OJT:Orientation  
FCA  
.5 day  
Ag Coop Services  
.5 day

NA

Lucas Mwasimbile  
Regional Manager

MS/Management  
A.D.Little Mgmt.Ed.Inst.  
Cambridge, MA  
Degree Date: 8/2/84

OJT:Orientation  
FCA  
.5 day  
Ag Coop Services  
.5 day

NA

Berchmans Nchimbi  
Project Officer

BS/Ag Econ/Ranch Mgmt  
New Mexico State U  
Las Cruces, NM  
Degree Date: 5/31/85

OJT:Farm Credit  
Bank Operations  
Coop Management  
FCB of Wichita  
10 days

Management Communications Seminar  
Washington, D.C. 12/26/83-1/6/84  
5.5 days

Ernest Ngaliluwula  
Zonal Manager

MS/Management  
A.D.Little Mgmt.Ed.Inst.  
Cambridge, MA  
Degree Date: 8/2/84

OJT:Orientation  
FCA  
.5 day  
Ag Coop Services  
.5 day

NA

Charles Panyika  
Project Officer II

MS/Management Development  
USDA Grad Sch/Beacon Coll  
Washington, D.C.  
Degree Date: 5/30/84

OJT:Farm Credit  
Bank Operations  
Coop Management  
FLB & FICB of Columbia  
5 days  
FCB of Baltimore  
5 days

Management Communications Seminar  
Washington, D.C. 12/26/83-1/6/84  
5.5 days

UGANDA - 1984

3 long term academic participants: Ministry of Cooperatives & Marketing

Augustine Nyamayarwo  
Assistant Cooperative Officer

BS/Agricultural Economics NA  
U of Georgia  
Athens, GA  
Degree Date: 8/15/86

NA

Joseph Ruguudo  
Senior Coop Officer/  
Lecturer Coop Coll

MS/Management NA  
A.D.Little Mgmt.Ed.Inst.  
Cambridge, MA  
Degree Date: 8/1/85

NA

Dison Duke Ulama  
Lecturer Coop Coll

MA/Public Policy & Admin NA  
U of Wisconsin  
Madison, WI  
Degree Date:8/31/85

Management Communications Seminar  
Washington, D.C. 12/26/84-1/6/85  
5.5 days

## MEMO F

CONTRIBUTIONS TO DEVELOPMENT FUND  
(to 9/30/84)

	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	Total
AGRI Industries									X	1,500	1,000	1,000	1,000	4,500
Agway	\$2,500	2,500	2,500	2,500	2,500	3,500	3,500	3,500	4,000	4,000	4,000	4,000	4,000	43,000
AIC					500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	8,500
Genex	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	4,000	4,400	4,800	43,200
Cent. Bk for Coop					X		2,000	2,200	2,000	2,000	2,500	2,700	2,700	16,100
Cent. Farm Fdn.*	8,000	8,000	8,000	8,000	12,608									44,608
CF Industries					2,000	2,700	3,100	3,300	5,000		6,000	2,000	2,000	26,100
Coop. Fert. Intl.			5,000					78,116						83,116
Dairylea	100							300	200	200	100	200	200	1,400
FCB: Baltimore		X			1,000	1,409	1,000	1,500	1,700	2,000	2,200	2,400	2,400	15,609
FCB: Louisville			X	1,000	1,500	1,500	1,500	2,100	2,100	4,000	4,000	4,000	4,000	25,700
FCB: Omaha	X	1,000	1,000	1,000	1,500	2,000	2,500	2,500	2,750	3,500	3,850	4,235	4,700	30,535
FCB: St. Louis		1,000	1,000	1,000	1,500	3,257	3,700	4,800	5,000	5,500	6,000	6,500	7,000	46,257
FCB: Spokane					X	2,000	2,000	2,000	2,000	2,000	2,000	667	1,000	13,667
FCB: Springfield						X		1,125	1,400	1,500	1,600	1,700	1,800	9,125
FCB: St. Paul	X	1,000	1,000	1,000	1,000	1,000	1,100	1,100	1,200	2,100	2,200	2,600	3,000	18,300
Farmland			3,000	3,000	3,000	4,000	4,000	5,000	6,000	7,000	7,000	3,500	3,500	49,000
Goldkist	2,500	2,500		2,500	2,500	3,500	4,000	4,000	4,000	4,000				29,500
Greenbelt							120	120	120	135	140	140	140	915
Growthmark	2,500	2,500	2,500	3,000	3,000	3,000	3,000	3,000	3,800	5,000	5,000	5,500	6,000	47,800
IFBCA	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	5,000	2,500	2,500	1,000	100	31,100
Landmark	750	1,500	1,500	1,500	1,500	1,600	1,700	2,100	2,500	1,000				15,650
Land O'Lakes		2,500	2,500	2,500	3,000	3,000	3,700	4,500	5,000	5,500	6,000	6,500	7,000	51,700
MFA Oil					2,500		2,500					750	750	6,500
MFC Services		X			1,000	1,000		2,000	1,000	1,400	1,500	1,500	1,500	10,900
Midland		1,000	1,000	1,000	1,000			1,000	1,000					6,000
Miss. Chemical	5,000	5,000	5,000	5,000	5,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	45,000
MSI Insurance								500	500	600	700	800	900	4,000
NCRA	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	13,000
NCFC	2,000	3,000	3,000	4,000	5,000	6,500	6,500	6,500	6,500	6,500	7,000	7,000	7,000	70,500
NFU					1,000	1,000	1,000	1,000	1,000	1,000	1,000			7,000
Seald-Sweet			X					100	150	170	200		500	1,120
Southern Farmers		250	250	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,500
Southern States						X			2,500	2,800	2,000	2,000	2,000	11,300
Sunkist			X				1,200	1,400	1,500	1,000	1,500	1,700	1,700	10,000
Tenn. Farmers		X		500				900						1,400
Universal				X								1,000	1,000	2,000
Western Farmers				X	2,000	2,500	3,000	3,000						10,500
Individuals	1,005	1,550	100	700			50		300	310	750	1,740	1,648	8,153
Rice Mill Fund													1,500	1,500
Annual Totals	\$ 30,855	39,800	43,850	45,700	62,108	54,466	62,170	148,661	76,720	75,715	80,340	75,032	79,138	874,755

\* Central Farmers Foundation (with grants from CF Industries, Farmland, IFBCA and FS Services) contributed \$39,000 in January 1972, restricting its use to \$8,000 annually, plus interest earned on unused portion.

X: Year in which organization became member of ACIDI. Member becomes "eligible" to contribute to Development Fund in the following year. If no X shown, organization was ACIDI member prior to 1972.

122

MEMO G  
IN-KIND CONTRIBUTIONS

MATCHING GRANT CONTRIBUTIONS:

Land O' Lakes	\$ 148,220
National Council of Farmer Cooperatives	3,680
	-----
TOTAL MATCHING CONTRIBUTIONS:	\$ 151,900 =====

BOARD MEMBER ACTIVITY:

ACTIVITY	NUMBER OF PARTICIPANTS	ESTIMATED VALUE
Annual Meeting, May 1-2	27	\$ 33,000
Executive Committee Mtg, Jul 6	6	7,000
Semi-Annual Meeting, Nov 9	23	18,000
Personnel/Training Committee	4	4,000
Budget & Audit Committee	3	3,000
		-----
TOTAL VALUE BOARD ACTIVITY:		\$ 65,000 =====

OTHER IN-KIND ACTIVITIES:

William A. BeSore's time contributed by St. Louis FCB to assist ACDI in computerizing its accounting system.

6 days X \$300 = \$ 1,800  
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MEMO G

ON-THE-JOB TRAINING AND ORIENTATIONS

AT MEMBER AND NON-MEMBER ORGANIZATIONS

1984

Attached a list of organizations which hosted ACDI technical and academic training participants for on-the-job training and/or orientations during 1984.

21 ACDI members provided 959.5 person/days of training at no charge except for materials and/or transportation costs directly associated with the training. One training formula established by AID and land grant universities is based upon the number of days of training. For the first day the fee is \$150 for one person and \$50 for each additional person. Each additional day of training is \$50 per person. For half day visits, the fee is \$50 for the first person, and \$25 for each additional person. Using this formula, the ACDI members' contributions are worth \$50,775.

22 non-member organizations provided 430.5 person days of training, worth \$24,375.

Thus, the total value of participant training provided to ACDI at no cost to the government amounted to \$75,150 in FY 84.

## ON-THE-JOB TRAINING AND ORIENTATIONS AT MEMBER ORGANIZATIONS

Organization	Person days	* of Visits	\$
Agway, Inc.	10	1	600
American Institute of Cooperation	10.5	3	600
Associated Milk Producers, Inc.	53	2	2,775
CENEX	7.5	2	600
Dairylea Cooperative, Inc.	20	1	1,100
Farm Credit Banks of Baltimore	94	6	5,250
Farm Credit Banks of Louisville	85.5	2	4,500
Farm Credit Banks of Omaha	153	3	7,950
Farm Credit Banks of St. Louis	28.5	5	2,100
Farm Credit Services of St. Paul	147	3	7,650
Farm Credit Banks of Spokane	4	1	300
Farm Credit Banks of Springfield	102.5	4	5,550
Farmland Industries, Inc.	23	4	1,575
Indiana Farm Bureau Cooperative Assoc.	1	1	150
Land O'Lakes, Inc.	5	2	450
MFC Services (AAL)	2	1	225
Missouri Farmers Association, Inc.	26	1	1,400
National Council of Farmer Cooperatives	11	4	650
Southern Farmers Association	61	2	3,250
Southern States Cooperative, Inc.	23	4	1,400
Tennessee Farmers Cooperative	92	1	2,700
21 organizations	Total	959.5	\$50,775

## ON-THE-JOB TRAINING AND ORIENTATIONS AT NON-MEMBER ORGANIZATIONS

Organization	Person Days	# of Visits	\$
Agricultural Cooperative Service	25	7	1,425
Citizens and Southern Int'l. Bank	24	2	1,400
Cooperative Housing Foundation	2.5	2	175
Farm Credit Administration	67.5	13	3,775
Farm Credit Banks of Columbia	10	1	600
Farm Credit Banks of Sacramento	10	1	600
Farm Credit Banks of Texas (FICB)	22	1	1,200
Farm Credit Banks of Wichita	11	2	675
Farmers Home Administration	25	9	1,475
Inter-American Development Bank	7.5	1	400
International Womens' Tribune Center	2	1	200
Michigan Agri. Coop. Mktg. Assoc.	3	1	250
Missouri Farmers Association	26	1	1,400
Texas A & M University	2	1	200
University Center for Cooperatives	20	5	1,425
USDA Extension Service	20.5	2	1,075
USDA Research Station, Beltsville	39	3	2,025
Volunteers in Overseas Coop. Assistance	2.5	2	175
Washington State Coun. of Farmer Coop.	28	1	1,500
Wisconsin Farmers Union	78	1	4,000
Wisconsin Federation of Cooperatives	2.5	3	200
World Council of Credit Unions	<u>2.5</u>	3	<u>200</u>
22 organizations	Total	430.5	\$24,375

1/14/85  
DEP

MEMO H  
1984 RECRUITS

NAME	POSITION	LT/ST	COUNTRY PROJECT	MEMBER NON-MEMBER
<u>PROJECT DEVELOPMENT/ADMINISTRATIVE:</u>				
Gaarder	mgt. trng. advis.	ST	ZIM-Mgt. Trng. Assessment	-
Gollehon	coop. dev. advis.	ST	SU-Country Coop. Assessment	M
Lusby	coop. dev. advis.	ST	USA-Niger proposal	-
Parker	devel. specialist	ST	USA-personnel manual revision	-
Singh	fert. mktng. spec.	ST	NEP-Country Assessment	M
Wilson	devel. specialist	ST	USA-Nepal proposal	-
<u>NEW PROJECTS:</u>				
Florea	coop. mgt. advis.	LT	EC-Coop. Development	-
Huffatutlar	coop. mgt. advis.	LT	CR-Palm Oil	-
Lieblich	trade info. advis.	LT	USA-Inter. Trade Info. Syst.	-
Wilea	ag. credit advis.	LT	BOL-Chapare Coop. Devel.	-
<u>ON-GOING PROJECTS:</u>				
Bielen	credit advis.	LT	EGT-Sm. Farm. Prod. Proj.	M
Calvert	credit advis.	LT	TA-Village Prod. & Income	M
Carlaon	credit advis.	LT	TA-Village Prod. & Income	M
Neis	team leader	LT	CR-Coop. Banking Services	M
Parris	credit advis.	LT	EGT-Sm. Farm. Prod. Proj.	M
Wetzel	farm mgt./poultry	LT	EGT-Sm. Farm. Prod. Proj.	-
Aldworth	mgt. advis.	ST	UG-Food Prod. Support Proj.	M
Arata	industr. engineer	ST	UG-Food Prod. Support Proj.	-
Armatrong	equipment special.	ST	EGT-Sm. Farm. Prod. Proj.	-
Bassiouny	interpreter	ST	USA-Egyptian Training	-
Bonde	transport advis.	ST	UG-Food Prod. Support Proj.	M
Carr	mgt. advis.	ST	UG-Food Prod. Support Proj.	-
Davies	trng. specialist	ST	USA-Ugandan Training	-
Fox	training advis.	ST	UG-Food Prod. Support Proj.	-
Fruin	transport advis.	ST	UG-Food Prod. Support Proj.	-
Gaarder	mgt. devel. advis.	ST	UG-Food Prod. Support Proj.	-
Gardner	cred./mgt. advis.	ST	EGT-Sm. Farm. Prod. Proj.	M
Glaeær	transport trng.	ST	UG-Food Prod. Support Proj.	M
Guderyon	curriculum devel.	ST	UG-Food Prod. Support Proj.	M
Hakim	interpreter	ST	USA-Egyptian Training	-
Hakim	interpreter	ST	USA-Egyptian Training	-
Jordan	trng. specialist	ST	USA-Tanzanian Training	M
Kovarik	coop. trng. advis.	ST	KE-Ag. Systems Support Proj.	M
Leiton	systems analyst	ST	CR-Coop. Banking Services	-
Marti	agric. economist	ST	UG-Coop. Study (FPSP)	-
Montassar	interpreter	ST	USA-Egyptian Training	-
Rasheed	interpreter	ST	USA-Egyptian Training	-
Regier	trng. tour design	ST	USA-Kenyan Training	M
Rosner	training advis.	ST	KE-Ag. Systems Support Proj.	-
Runnebaum	coop. org. & mgt.	ST	UG-Coop. Study (FPSP)	M

NAME	POSITION	LT/ST	COUNTRY PROJECT	MEMBER NON-MEMBER
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ON-GOING PROJECTS:

Savage	coop. evaluator	ST	TON-Coop. Federation Devel.	-
Shoukry	interpreter	ST	USA-Egyptian Training	-
Smith	melon specialist	ST	HO-Coop. Devel. Services	-
Sutton	trng. specialist	ST	USA-Tanzanian Training	M
Torres	finan. analyst	ST	UG-Coop. Study (FPSP)	-
Yamaichi	melon specialist	ST	HO-Coop. Devel. Services	-

MEMO I  
ACDI FIELD PROJECT ACTIVITY

REGIONAL REPRESENTATIVES

Central America -- David Fledderjohn has been in Central America for ACDI since 1966 on a series of projects in Honduras and Guatemala. For the past two years as Regional Cooperative Representative he has been extremely helpful to a number of USAIDs in project identification, special studies, trouble shooting, project preparation and management training assignments. Currently USAID Guatemala has opened discussions on taking on the bulk of his time in CY1985 for project preparation work, and other missions have requested that he be assigned as regional cooperative management advisor to the AID regional office. In either event, he will remain an ACDI employee and keep in touch with cooperative developments in Costa Rica, Honduras and El Salvador.

Asia -- Mark Van Steenwyk, who has had ten years of cooperative development and farm credit work in the Philippines and Indonesia, took up residence in Manila in August as Regional Cooperative Representative. He has already been very useful to ACDI and other CDOs through contacts with the Asian Development Bank. He will participate actively in the preparation and conduct of an international regional workshop on rural credit to be held jointly by ACDI and FAO/APRACA in Manila next spring.

LATIN AMERICA AND CARIBBEAN

Honduras Model Regional Cooperatives -- With the assistance of an ACDI-recruited local project staff and following careful feasibility and planning studies, two cooperative development experts started two "model" regional cooperatives in areas not served by active regional land reform cooperatives founded by the major peasant association, ANACH. The project has been prevented from developing additional model cooperatives by pressure from ANACH, but has now included two smaller export marketing cooperatives of farmers specialized in cucumber and melon production and now includes a third advisor for marketing.

Costa Rica BANCOOP -- For a year Dick Neis, former senior vice president of the Springfield Farm Credit Banks, has been assisting the General Manager of BANCOOP, the Costa Rica cooperative bank, with initial organization, policies and procedures. ACDI is also providing the part-time services of a local financial advisor and has arranged on-the-job training for several senior BANCOOP officers and directors in the U.S. USAID has provided \$5 million equity capital in PL 480 funds to BANCOOP through mechanisms recommended by an ACDI consultant team.

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Costa Rica Quepos Oil Palm Cooperative -- Following an agreement with a major U.S. firm on the partial conversion of its oil palm plantation into a producers' cooperative, with AID financing of the replanting of that section and of the initial care of the new trees, USAID turned to ACDI to provide an advisor to establish and guide the cooperative. Our man, who has had experience developing strawberry production cooperatives among small farmers in California, started in September.

Jamaica Producer Marketing Organizations -- As subcontractor, ACDI is providing one advisor on a team developing a Marketing Division in the Ministry of Agriculture. His role is the organization of producer marketing organizations to manage fresh produce collecting and packing stations being financed by the project.

Jamaica Marketing Cooperatives -- To supplement the above marketing project USAID has used carry-over funds from an area agriculture development project to contract with ACDI to provide two advisors to assist with the produce packing and marketing problems and the management problems of a large cooperative in central Jamaica and of new marketing cooperatives in the area.

Bolivia Chapare Cooperative Development -- In preparation for a major agricultural development (and coca control) project to be mounted in the area, an ACDI advisor has for the past two years been helping cooperatives and groups of farmers in the Chapare area of central Bolivia to develop such alternative sources of income as honey production and marketing, tea cultivation, water buffalo milk, etc. The major project is now launched, and his contract is being extended for three years to work with cooperatives in the area.

Ecuador Zone I Farm Supply System -- At USAID request, ACDI is providing a cooperative management specialist and some local consulting assistance to the Chamber of Agriculture for the First Zone to assist with the establishment and initial operations of a zonal farm supply cooperative using the local stores operated by the Chamber as outlets. Part of the specialist's responsibility is to advise the Chamber and the USAID on marketing and to design the further assistance required.

MIDDLE EAST

Egypt Small Farmer Production -- ACDI is now in its fifth year of work with the Principal Bank for Development and Agricultural Credit (PBDAC) on a large pilot effort to demonstrate the impact of liberal credit rationally applied combined with intensive extension work on small farm production and incomes. The effort is a striking success. Over 30,000 loans for poultry batteries, milch buffalo, tomato production, other crop finance, even tractors, have been made to small farmers, many of them previously ineligible for any institutional credit, with remarkable impact on village incomes and with less than 1% delinquency. The project operates in only three governorates, but some of the new credit policies and procedures have been adopted nationwide by the PBDAC, effective working relationships with the Ministry of Agriculture extension service have been developed, and the Egyptians now wish to extend the project rapidly to new areas. In addition to technical assistance and training, the project includes substantial funds for lending and for construction of village bank offices and fertilizer distribution warehouses. The project has been extended through FY1987 with nearly doubled funding.

AFRICA

Uganda Cooperative Reconstruction -- For a decade ending in 1973 ACDI helped Uganda develop the most comprehensive cooperative agricultural supply, credit and marketing system in Africa. The institutions and many of the senior people survived the ensuing years of misrule, lack of foreign exchange, civil war and anarchy, but were nearly devoid of material means of operation and desperately needed renewed training. When AID reentered the country, ACDI used its own funds to send a Project Officer and one of the former advisors to review the situation. They persuaded the USAID to use the existing cooperative structures as the channel of distribution of AID in-puts to the farmers and prepared a proposal for reconstruction assistance to the cooperatives. This is now in its third year under a cooperative agreement. There have been a series of training seminars for senior and middle management, reestablishment of a nationwide program of training for primary society managers and board members, and technical assistance to the central supply and transportation unions and the Ministry. A recent consultant team has laid the basis for further long range planning and a follow-on project.

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Tanzania Cooperative and Rural Development Bank -- ACDI has been providing institution-building assistance to the CRDB for several years. Currently we have four advisors there providing assistance in general credit management, training, development of policy and procedures manuals, and computer accounting. In addition the last of 19 staff participants will be returning to the bank this winter with their bachelors and masters degrees. This AID assistance is ending next August, but current planning is for the World Bank to continue the ACDI advisors through 1986 under an existing loan in the light of the continuing need.

Kenya Cooperative Training -- ACDI's management training advisor came to the end of four years work with the Ministry of Cooperative Development and the Cooperative College in June. However, 18 Ministry officers remain in academic training in the U.S. in two year degree programs.

#### ASIA AND SOUTH PACIFIC

Tonga Cooperative Federation -- Following project identification by ACDI and a feasibility study by a VOCA volunteer, ACDI undertook the reconstruction of the bankrupt cooperative federation under an AID project grant. For the first two years of the project the ACDI technician has been manager of the federation, but is now starting the process of withdrawing to an advisory role. Wholesaling of consumer goods through member primary societies has developed far more than anticipated, the federation has had modest success in improving the quality of and negotiating favorable export sales of vanilla beans, and the cooperative is developing new handicraft and fish marketing lines. The U.K., New Zealand, Japan, Canada, and the Peace Corps are also participating in this project.