

REPORT FOR WORK PERIOD #5
under
NASPAA/AID Cooperative Agreement AID/DSAN-CA-0180

July 1, 1983 - December 31, 1983
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The objective of the assignment remained as stated in the initial work plan:

The proposed work is directed to support of AID and LDC efforts to advance the development of a theory and methodology of social development, and to development of LDC and AID capacity to apply it. Within AID the emphasis is on demonstrating the potential of selected USAID missions to serve as centers of creative leadership in development and application of new concepts and methodologies for effective development action, and on building AID/Washington capacities to support and learn from such mission based activity. Externally the emphasis is on building and supporting national and international networks of institutions and individuals who have assumed key roles in advancing the theory and methodology of social development.

I. SIGNIFICANT DEVELOPMENTS AND FUTURE DIRECTIONS

Key developments relating to my assignment during this reporting period include the following:

- My move to Indonesia and integration into the work and organization of USAID/Indonesia with assignment to the Office of the Mission Director was completed. In addition to working with a variety of individual Projects I am assisting the Mission Director in further definition and operationalization of the Mission strategy. One activity deals with experimental efforts to integrate the Mission's strategic perspective into office and individual work plans. Another deals with further definition of Mission strategy with regard to decentralization and participation--central themes of the Mission's approved CDSS.
- Work of the Asia Regional Committee on Community Management is underway. The initial case studies have been completed by the participating Missions and as Committee Secretary I have drafted a report to the Mission Directors' Conference to be held in Bangkok January 17 - 19. Interest among the participating Missions seems to be high and the cases reflect serious efforts to candidly assess and learn from operational experience with experimental community management projects.
- Planning has been completed for a meeting of the Mission Directors from Indonesia, Philippines, and Thailand in Bangkok on January 19, along with the Deputy Assistant Administrator of the Asia Bureau, to discuss future collaboration around common interests among the three Southeast Asian Missions.
- A paper was completed on "Strategic Management for People-Centered Development" for presentation at the Fourth International Conference of the Management

Institutes Working Group on Social Development to be held at the Indian Institute of Management in Ahmedabad the last week of January. And an invited article titled "De-Bureaucratizing Development: The New Development Management" was completed for publication in the United Nations Development Forum.

- The NERAD Project in Thailand has blossomed and has begun to work as an effective learning process project, with potential for making a substantial contribution to developing capacities in Thailand's Ministry of Agriculture to approach upland agricultural development from a more participatory, farming systems perspective.
- An invited presentation was made at a public forum sponsored by MAPINDO (the Indonesian Society for Development) on the topic "People Centered Development: Reflections on Development Theory and Method." This was reported in Compass, the leading Indonesian language newspaper. Subsequently a private luncheon seminar was conducted for the Minister of Population and Environment and his immediate staff. The Institute for Development Studies was given permission to produce and distribute an Indonesian language translation of my paper on "People-Centered Development: Reflections on Development Theory and Method."

Though the move to Indonesia was quite costly in terms of the time lost in getting resettled, all indications are that it was a sound decision. It has helped to make possible the substantial progress achieved during the past six months toward defining and legitimating my role in ways which substantially enhance prospects for useful impact within the AID system.

1. Within the Indonesian Mission I have a formal reporting relationship as an advisor to the Mission Director and strong support in working on Mission wide as well as project specific concerns. A central theme involves working with Mission staff on developing a more strategic approach to management of Mission resources. This effort recognizes that preparation of the CDSS is only a partial step toward development of a strategic capacity within an USAID Mission. It provides an important opportunity to look at issues of strategic management in relation to AID, and to work on development of prototypes which may prove to be of broader relevance within the Agency. My particular focus is on the cross-cutting themes of decentralization and participation, presently being redefined in terms of local capacity building and community management—providing opportunities to push ahead thinking about how to operationalize this dimension of AID's Institutional Development policy. The high quality of its staff and the strength and vision of its leadership make USAID/Jakarta an ideal Mission within which to pursue pilot work on such concerns.
2. My appointment as Secretary to the Asia Regional Committee on Community Management has also added to the legitimacy of my role and formalized an important relationship with the Asia Bureau. The Committee represents an important experiment within AID with a process of field based learning. In contrast to more conventional approaches to evaluation and learning based on fielding evaluation teams from Washington managed by a central staff office, this effort has a number of unique features. 1. Mission participation is fully voluntary and the selection of projects for special review is entirely at the discretion of the participating

Missions. 2. The documentation and analysis are done entirely by Mission staff, or under Mission staff direction, often by the responsible Project Officer. 3. Only general guidelines are provided centrally and every effort is made to make these responsive to what the Mission's feel will be most useful to them. 4. Chairmanship of the effort rests with a policy level line official, the Deputy Assistant Administrator of the Asia Bureau. 5. Periodic reports are submitted to and reviewed by the regional Mission Directors at their annual Conference, with the result that they become a defacto Advisory Board to the Committee. 6. Day to day coordination is provided by a Mission based Committee Secretary, which helps insure the effort retains a field perspective. As a consequence the learning from this exercise accrues directly to those individuals best positioned to put it to immediate use. The effort is already highlighting the complexity of community management projects and the special demands their management places on AID. To the extent that it proves effective in increasing the ability to Asia Bureau Mission's to deal with this type of project, the learning approach taken may provide a prototype for other Regional Bureaus in the Agency.

3. There have been numerous discussions over the past year or two regarding potential collaboration between the Southeast Asian Missions around common interests. For a variety of reasons little of significance has yet transpired. We are, however, making progress in learning what types of collaboration may be most useful. One insight is that a stronger central role in initiating a centrally funded ribbon project may be most helpful in a new area of activity in which there are common interests, but little or no Mission experience and no clear directions for action, as with the current S&T initiative in Coastal Resources Management. Here the fielding of centrally funded personnel to work in an exploratory mode in identifying specific opportunities of interest to both host country and Mission, and in developing a coalition of persons willing to commit time and resources to addressing the problem may prove particularly useful. Having such individuals posted in several countries, but with a mandate and resources to allow sharing of experience may well substantially strengthen the overall effort. In areas where Missions have made some significant progress in developing their own projects, the utility of collaboration is likely to be a direct function of the extent to which these projects are generating sufficient positive experience that they have something useful to exchange other than shared frustrations. Furthermore, such exchanges may be most useful to the extent that they focus on exchanging field level insights. For example, plans are being developed by USAID/Manila for a one week workshop on rainfed farming systems which would involve exchange of experience on approaches to using multi-disciplinary teams to work collaboratively with farmers in analyzing needs and carrying out field trials. (Further thoughts are covered in my November 10, 1983 memo to Ralph Cummings on the "Rainfed Agriculture/Local Development Common Theme.") A special meeting of the Mission Directors from the three Southeast Asian Missions will explore the question of the types of exchange most likely to be useful to them and seek agreement on any specific activities which might be mutually beneficial over the next year. This meeting is wholly a Mission initiative. I assisted Bill Fuller in preparing the agenda in consultation with the other Mission Directors and will participate in the meeting. I expect to prepare a report on that meeting and to be involved in facilitating any follow-on activities mandated by the Mission Directors.

ree international TDY assignments were completed. Two in Thailand totalling three

weeks and one in the Philippines of one week. Details are covered in trip reports already submitted dated October 28, 1983 and December 12, 1983. The most encouraging development with respect to my work with these two countries is USAID/Thailand's Northeast Rainfed Agricultural Development Project (NERAD). This project seems to have passed the critical turning point and is now working in what appears to be an increasingly effective learning process mode. The Project team has developed into a highly motivated and cohesive unit with a clear sense of where they are headed. They are developing excellent linkages with critical actors and decision points in the Ministry of Agriculture, as well as with Khon Kaen University, and have captured their interest in dealing with the need to develop more effective and participatory farming systems approaches to upland agriculture. The central preoccupation of NERAD Project staff is no longer with the budgeting and implementation of preprogrammed sub-project activities spelled out in the PP. Rather it is with engaging relevant officials in looking seriously at the situation facing the rainfed farmer in Northeast Thailand, the relevance and effectiveness of various government programs, and the design of experimental efforts to make these programs and their implementing departments more effective and responsive. A next item on their agenda is a serious effort to develop approaches and methods which will give the Tambon level a useful and important role in defining local needs and priorities for agricultural development. While major changes in the larger system are still years away, even under the most optimistic assessment, the Project is accumulating a number of impressive accomplishments with specific programs and technologies such as poultry raising to substantially increase chick survival rates and improvements in shallow well technology to reduce the number of dry wells. This Project is rapidly emerging as a demonstration of what can be done within—perhaps in spite of—the the AID system. (See the following section titled "Lesson of the Year.")

The Decentralized Development Management Project in Thailand has also made important progress, but its future is much more in doubt, as discussed under "Lesson of the Year." My other activity with USAID/Thailand has involved advising on CDSS preparation. While the Mission has expressed substantial appreciation for my contributions, a number of basic issues had not yet been resolved as of my last visit and as of this moment I do not know to what extent my inputs will or will not be reflected in the final document. Further comment at this point would not be appropriate, but the larger topic of Mission strategy formulation might well be the topic of a future analysis.

Things are moving very slowly in the Philippines currently. The Philippine government is presently in a state of deep financial crisis which has brought all development activities to a near standstill—even those which are funded by external donors. There is too little money for counterpart contributions, and even the front money required to capture reimbursement on foreign assistance funded activities is lacking. The latter is especially telling as the transactions involved ultimately result in exchanging critically needed foreign exchange from the donor for Pesos of the Philippine government. For these and other reasons progress in getting budgets and technical assistance contracts in place for the Local Resource Management and Rainfed Resource Development Project has been very slow. Work on finalizing technical assistance contracts for both was underway during my visit, well over a year after Project signing. As the terms offered to AIM for participation in LRM were not acceptable, AIM assistance will not be available to the Project. As noted in earlier reports a critical assumption of the Project design was that AIM would assume the key technical assistance role as it was the only institution identified with the relevant commitment and expertise. It will now be up to the Development Academy of the Philippines to fill this role. The first phase of LRM was

planned to be only three years to allow for a rolling design process. This time period was selected in part on an assumption that since resource institutions had already been identified and were thoroughly familiar with the project as a result of participation in Project design, the contracting for their services could proceed quickly and implementation would begin almost immediately with Project signing. Subsequent events have proven that assumption to be optimistic in the extreme. Consequently it is now evident that the choice of three years as the length of the first phase was very unfortunate since the Project is now in the position of negotiating contracts good only for the remaining 18 months of the project—a period much too short for planning and staffing purposes, or for testing resource institution approaches or capabilities. In hindsight it seems to me the initial stage of a phased or rolling design project should be a minimum of four to five years. That seems terribly long, but consistent with the realities of AID experience. In LRM the one thing that seemed to be right on schedule is the addition of four new provinces for a total of seven, one more than envisioned in the original plan.

The Mission has chosen to keep its own involvement in both the LRM and RRD Projects very low profile and leave it to the recipient agencies to use project Resource in their own way and at their own pace. This seems to be working well with regard to RRD relationships with the Upland Development Working Group in the Bureau of Forest Development which has a fairly well developed agenda and mode of working as a result of several years of Ford Foundation assistance and intensive staff input. It is also likely to work fairly well with regard to LRM assistance to Antique Province which also has a fairly well developed agenda and substantial relevant experience.

The approval of two new USAID/Philippines projects in health and rural enterprise means that the Mission strategy put forward in 1980 under the leadership of Tony Schwarzwalder soon after he became Mission Director is in many ways just beginning implementation, with the next six months likely to be a critical period. The next six months will also see completion of leadership transition to a new Mission Director in the Philippines, and the departure of some of the last remaining members of the team that Tony put together to develop and implement the Mission's current strategy. Whether the change in leadership will be accompanied by basic changes in a strategy as yet essentially untested remains to be seen.

Current indications are that USAID/India is currently the move and is rapidly becoming a center of innovation in its work on institutional development and community management. Perhaps my visit there in January will be an occasion for initiating some more in-depth collaboration.

Up to this point the research portion of my assignment under the NASPAA agreement, with the exception of relatively incidental contributions to the NASPAA Discussion Paper series, has been focused on advancing the conceptual and theoretical bases of social development management. One product of this is the anthology on People-Centered Development which is to be released in March or April. Another is the recently drafted paper on "Strategic Management for People-Centered Development." Some additional work is anticipated on the Strategic Management paper to prepare it for publication after the Ahmedabad conference. But beyond this I foresee focusing my research efforts in ways which take greater advantage of my field base, devoting a greater portion of my time to documentation of field experience. I am hoping this can be done in a way which will contribute directly to a much needed increase in the supply of teaching materials

relevant to this area.

II. LESSON OF THE YEAR: THE KEY TO AID PERFORMANCE AS A DEVELOPMENT AGENCY

During my two and a half year association with AID, the NERAD Project has emerged as the clearest example among the AID Projects I have seen in implementation which seems actually to be benefiting poor people and at the same time has positioned itself to achieve significant sector wide impact on policy and the operations of a major government agency. A unique feature of the NERAD Project, which in my view is critical to what it is achieving, is that the USAID Project Officer is based in Khon Kaen and works as a professional member of the Project team. He devotes very little of his time to the administrative routines and paper processing that preoccupy USAID staff in Bangkok. This represents a personal choice not always applauded by certain of his colleagues and superiors. It probably is no coincidence that this individual is under a PASA/RASA agreement through the U.S. Department of Agriculture, which means that he is able to perform an AID staff function without being within the AID personnel system. This may be critical to his success on two counts. First, his career is not dependent on AID and therefore he can risk the possibility of a poor performance report by focusing on development rather than on AID paperwork. Second, he is not subject to reassignment and therefore has a realistic prospect of being able to see the Project through to completion even though it is a seven year Project. This points to what is probably the one most important and central lesson of my work with AID to date—a point that in my view cannot be stressed too strongly.

The critical factor in the success of an AID Project is the presence of a committed and highly able AID Project Officer who manages to largely insulate himself/herself from the routine administrative demands of the AID system in order to take an active role in shaping project substance and relationships, and is able to fight off transfer long enough to see the job through.

AID/Washington can devote itself to policy papers, improved design procedures, redelegations, social soundness analysis, etc. etc. all it likes, but the impact on development results is going to be negligible until it comes to terms with this one basic reality. This means taking the very difficult steps required to substantially reduce the burden of administrative routine under which its highly qualified technical staff members currently labor and to stabilize tours such that an individual is able to carry through a project idea from inception to completion.

USAID/Thailand's Decentralized Development Management Project (DDMP) is likely to end up providing a negative demonstration of the same principle. Like NERAD, it has made important progress toward positioning itself for an important and effective contribution to local development in Thailand. It is developing very important linkages and commitments with key actors, and has already demonstrated important contributions to improvements in the policies of the Government's Rural Employment Generation Program. However, it has not yet achieved the sense of direction and high moral among the project field staff which NERAD has achieved, so essential to an effective learning process project. While steps are underway which should correct this, serious threats are emerging to the Project's longer term effectiveness.

Dr. Pairat, Head of the REGP Secretariate and RTG Project Management of DDMP, will be resigning his post; and Jerry Wood, the AID Project Officer, is being reassigned by AID to

Washington. These two people created DDMP and provided it with the personal leadership which is essential to any project with ambitious institutional development and policy dialogue objectives. Chit Nilpanit, head of the Technical Assistance Team, will be left as the only point of continuity. Chit is an exceptional man with well proven leadership capabilities and a strong commitment to the Project. But his role is that of advisor under a project contract. He does not have the authority to represent either the RTG or AID. Unless Pairat and Wood are replaced by men of equal caliber and commitment, Chit could end up hanging in space between two voids.

Another problem is that the institutional development task the DDMP has taken on, developing local government as an effective development force responsive to local needs and conditions, is one that requires a very long term commitment. But DDMP is only a five year Project. The first year was devoted largely to getting the Technical Assistance Team in place. This group proved to be largely ineffective its first year because of ineffective leadership. Thus much of the energy of the second year was absorbed in replacing him. Now in its third year the Project is really ready for the first time to focus on its objectives. But the current schedule calls for starting to phase out the technical assistance at the end of year four, only a year and a half away. All the effort and money committed to this Project, the hard won victories, and the very substantial potentials which are now in place for addressing what may be one of the most central needs of Thailand development will start going down the drain within a year and a half unless the Mission takes steps almost immediately toward a longer term commitment. Given, however, that the Mission doubts Washington's interest in supporting such work on local development, and is still in the process of deciding what problems will receive attention under U. S. Development Assistance to Thailand in the future there is little immediate prospect that such commitment will be forthcoming.

III. WORK PLAN FOR JANUARY 1 TO JUNE 30, 1984

A. Writing and Publication

The writing and publication projects to which I intend to focus my attention over the next reporting period are the following.

1. Based on feedback from the Ahmedabad meeting of the Management Institutes Working Group and other readers I intend to revise my paper on "Strategic Management for People-Centered Development" for publication.
2. I have tentatively committed myself to collaborating on the writing of two chapters for the volume being edited by Romana de los Reyes and Frances Korten on the NIA experience in communal irrigation. These are a chapter with Frances Korten on "The Nature of the Learning Process" and a chapter with Romana de los Reyes on "Empowering the Bureaucracy: Toward a Strategic Capacity." Outlines have been produced for both. I hope to have a draft completed on the first during the next planning period. I will be conferring with Romana on the research she will be doing as input to the second, which will utilize frameworks from my paper on "Strategic Management for People-Centered Development."
3. George Carner is still exploring the possibility of putting together a collection

based on the papers presented at our panel at the last ASPA meeting on "Reorienting Donor Bureaucracies for People-Centered Development." If this moves ahead I will be putting in some time on editorial work.

4. I will be preparing a paper for Coralee Bryant's panel at the next ASPA meeting in Denver. The panel topic is "Managing International Programs in the Future." I expect my paper will focus on the themes of community management and the requirement for a more strategic approach to management of donor programs. It will draw on the work of the Asia Regional Committee on Community Management and address the question of whether international donors will be able to adapt to the requirements of new development concepts.
5. I will be collaborating in an advisory role with Rushi Maru of IIMA, John Ickis of INCAE, and Edilberto de Jesus of AIM on editing of the sequel to Bureaucracy and the Poor based on presentations at the last two meetings of the Management Institutes Working Group on Social Development. I will be meeting with them after the January meeting in Ahmedabad to plan the next volume. I do not expect to become involved in actual editorial duties.
6. My current thinking is that my next major writing project will be a source book on community management based primarily on original case studies in the Asian setting. Such a volume would attempt to illuminate the processes and dynamics of different forms of community management from a community perspective, and examine through case examples the implications for donor programming. It would draw on a growing number of social science studies of community management being generated throughout the region, as well as on case work being generated by the Asia Regional Committee on Community Management. The extent to which it might be focused specifically on the work of the Committee will depend on the directions taken by the Committee effort over the next six months. One possibility would be to make the book a collaborative effort of the Committee participants. I hope by the end of the reporting period to have the concept and outline fairly well developed.

B. Networking

Networking activities will include participation in the following events:

1. The Fourth International Conference of the Management Institutes' Working Group on Social Development to be held at the Indian Institute of Management In Ahmedabad, 23-27 January 1984. I will be presenting my paper on "Strategic Management for People-Centered Development."
2. The 1984 National Conference of ASPA to be held in Denver, April 8 - 11. I will be presenting a paper on Coralee Bryant's panel on "Managing International Programs in the Future." And I expect to participate in Ed Connorly's Workshop on "Development Management: Lessons of Field Experience and Implications for Curriculum Development" scheduled for April 6 and 7. I have also sent out an inquiry to a few close colleagues to test interest in a very small meeting of people engaged in developing innovative educational programs in the new development

management to share thoughts on needs for training materials and test interest in a collaborative effort to speed the development of such materials.

3. Tom Franklin, Associate Director of Private Agencies Collaborating Together (PACT), is organizing a one day seminar/workshop on "Institutional Development and the Project Process to be held in Washington, D. C. in April for which I have agreed to serve as facilitator. It will be for PACT members and other PVO's.
4. Ted Thomas of USC is planning a one day workshop on new perspectives in development management to be held at USC in Los Angeles in April. I have agreed to serve as a resource person.

C. AID/Washington Learning Systems Development and Regional Cooperation

Activities under this component will center on the Asia Regional Committee on Community Management in my capacity as Committee Secretary, and on providing support as opportunities arise for activities involving regional cooperation between USAID Missions.

1. I will be submitting my Committee Secretary's report to the Asia Regional Mission Directors at their January 17 - 19 Conference in Bangkok and will participate in their session on Community Management on January 19. Following that I will visit the New Delhi and Dhaka Missions to participate in staff seminars on community management and review their plans for future documentation activities under committee auspices. I hope we can have a meeting of the Washington based members of the Committee in April when I will be in Washington on TDY. These meetings should result in setting the directions of Committee activity for the immediate future.
2. I expect to be in Washington for one week in April. Aside from the PACT meeting and activities of the Asian Regional Committee on Community management already mentioned I expect to concentrate on promoting the idea of initiating Community Management committees within the other regional bureaus and on coordinating with relevant persons in both AID and ASPA on questions relating to the development and utilization of teaching materials in support of the the new development management.
3. An informal meeting of USAID Mission Directors from Indonesia, Philippines, and Thailand to discuss opportunities for exchange and collaboration around common interests, ~~to~~ be held in Bangkok the afternoon of January 19. I serve informally as secretary for this activity.
4. A tri-mission seminar to exchange experience on upland agriculture activities is being planned by USAID/Manila for March. Whether or not I will actually participate in this is at the moment an open question. But I expect to make advisory inputs and to facilitate participation of USAID/Indonesia.
5. Bill Knowland, Regional Advisor on Environmental Affairs, and I are exploring ways in which we can coordinate our efforts more closely. More specific plans in this regard should be forthcoming during this reporting period.

D. Experimental Field Based Programming

Fifty percent of my total time allocation is to this component of the work plan under which I work with individual Missions. The focus is on development and documentation of the experimental learning process dimensions of community management projects. Particularly in Indonesia there is a strong focus as well on broader issues of Mission strategy as they relate to decentralization, local capacity building, community management issues.

1. Indonesia. The central theme of my work with USAID/Indonesia, as it has emerged over the past few months, is the strategic management of mission resources to strengthen community based management systems and supporting institutional structures. This involves advising the Mission Director on related issues of Mission strategy, organization and management, and the professional development of Mission staff; and working with Mission staff on related dimensions of office strategies and workplans, project design, and project implementation. Activities during the present planning period are expected to include the following:
 - Drafting and Mission review of a Mission Institutional Development Strategy and Workplan as a supplement to the Mission's approved CDSS. The focus will be on operationalizing within the context of the overall Mission program the Mission's commitment to assisting the GOI in promoting greater decentralization and participation in its development programming. I have the lead responsibility for this strategy development exercised within the Mission.
 - Serve in an advisory capacity to assist responsible members of the Mission staff in further development of the Mission's Private Enterprise Development Strategy, Evaluation Strategy, and NGO Strategy. The private enterprise and NGO strategies relate directly to dimensions of my concern with community management and the evaluation strategy relates to my concern for strengthening the Mission's ability to support social learning processes in Indonesian institutions.
 - Assist the Office of Health and Population in its dialogue with the Directorate General of Community Health which it is hoped will lead to the formation of a Ministry based Working Group on Health Decentralization.
 - Assist the Office of Employment and Enterprise Development in a review of existing Mission activities in public management and the formulation of a strategy for future effort.
 - Assist with the design of the following projects: 1) Private Sector Management Education (Member of Project Committee); 2) Agricultural Planning (Member of Project Committee); 3) Upland Agricultural Development/Conservation (member of the following project design sub-groups: a) Project Design and Organization & Management; b) Monitoring and Evaluation; c) Social Soundness Analysis; and d) Administrative Analysis); and

4) Central Java Enterprise Development.

- Perform an on-going advisory role in support of the following projects presently in the implementation stage: 1) Health, Training, Research & Development; 2) Comprehensive Health Improvement Program-Province Specific; 3) Village Family Planning/Mother-Child Welfare; 4) Provincial Development Project; 5) In-country Management Development; and 6) Professional Resources Development I & II.
2. Thailand. A one week TDY is scheduled for January 15 to 21. One day is allocated for events related to the Mission Director's Conference. Of the remainder the Mission has requested that three days be allocated to the Decentralized Development Management Project (DDMP) and one day to the Northeast Rainfed Agricultural Development Project (NERAD). The specific issues to be addressed will be at the discretion of Mission staff. A major point on my own agenda will be to encourage the Mission to make a real effort to insure continuing effective leadership for DDMP and to begin thinking ahead to ways in which the momentum of the Project can be maintained under a longer term commitment. The costs of doing so would be minimal as there would be no need to continue funding of sub-project activities, only the technical assistance and resource institutions components. I expect to make at least two visits to Thailand during the period, for a total of from two to three weeks.
3. Philippines. The tentative plan is to make my next visit to the Philippines in April for about one week on my way back to Indonesia from the ASPA meeting. At that time I would hope to do some work with the team from the Development Academy of the Philippines working on LRM, probably in the context of field visits to one or more of the three initial Provinces. I would also maintain liaison with AIM and work with Romana de los Reyes on the research she is doing for the chapter which we plan to work jointly for the book on the NIA experience. Finally I want to look more closely at work being done to disseminate a simple bench terracing technology through an agricultural training project being supported by the Mission, and to study more closely the approach taken in a recent evaluation of the Eastern Visayas Farming Systems Project and how it has been used subsequently.