PD-ACB-824

AGENCY FOR
INTERNATIONAL
DEVELOPMENT

ANNUAL BUDGET SUBMISSION
FY 1979

TECHNICAL ASSISTANCE BUREAU
OFFICE OF DEVELOPMENT ADMINISTRATION

DEPARTMENT
OF
STATE

MAY 1977

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PART I

The Office of Development Administration pursues programs to fulfill the fundamental purpose of helping to improve the organizational structure and administrative processes of development institutions in low income countries in which AID has field Missions and assistance programs; and to improve the administrative and managerial skills of their personnel. The effect of successful outcomes is to increase the absorptive capacity of these countries for development assistance. The Office is guided by the output of the AID Work Group on Management Improvement and Development Administration, which provided the basis for Policy Determination #69 (February 1977) on Development Administration.

The Office pursues its activities currently in three clusters, "Development Administration", "Agricultural Management", and "Health Planning". The work under the Development Administration cluster addresses general topics, applicable in many sectors, such as "decentralization", "institution building", "project management" and "sectoral management". Concepts and approaches such as these are subsequently pursued in greater depth in the contexts of particular subject matter sectors.

In the Agricultural Management cluster, focused studies have been completed on the management of commodity systems from the supplies of production inputs to growers, to the ultimate consumers of finished food products. Training programs are under way for middle level agricultural administrators who will implement formal plans for agricultural and rural development. Project activities are being launched to assess field experience in agricultural project management that can be evaluated and distilled into guidelines appropriate for project managers and consultants working in similar situations elsewhere. New activities are being proposed which will study the management needs of appropriately scaled enterprises that serve the needs of small scale farming systems. These needs include services for production input supply, technical backstop advice and consultancy, and product distribution.

In the Health Planning cluster, methodologies are being developed for the assessment and appraisal of health services management activities. Training materials are under development and testing for upper level health policy makers and administrators.

II. Conclusions of R&D Proposal Responses from Field Missions

Field Mission responses have helped to evaluate present and future program interests and modify program structure. The Missions expressed

strong interest in six of the proposed topics. These have been roughly consolidated into three subjects. One, on Managing Decentralization for Appropriate Service Delivery, forms the basis for the "Managing Decentralization" project under the Development Administration cluster. One, on AID/Host Country Relationships in Development Management and Methods of Implementation forms the basis for a series of small activity case studies on field experience and the potential for adapting AID program procedures more closely to the program contexts and host country working methods. Expressed interests in assessing development experiences at provincial, regional and local levels will be largely incorporated into the projects on "Managing Decentralization" and "Sectoral Management", giving them a slant towards the involvement of local interests and their contributed resources.

III. Highlights of FY 1979 New Directions

The proposed new directions for FY 1979 include focuses on the management of activities designed to meet institutional support needs for small scale farming systems. Information will be accumulated on how households make decisions relating to farming activities; and on the role of women in resource ownership and allocation, and in related economic activities.

New directions in project and sectoral management emphasize a broadly based multi-disciplinary approach to meeting human needs in any specific subject matter area. Fortunately, a number of outstanding examples exist in several countries of broadly construed pilot projects whose "systems" approaches are potentially adaptable in a variety of other contexts.

Decentralization is a matter receiving increasing attention in a number of countries. Through it, services will be brought more closely to intended beneficiaries, while at the same time increasing the role of program beneficiaries and their representatives in shaping the programs and in providing a share of the resources.

Services to field Missions on the topic of agricultural project management will be facilitated by methodological project outputs on training and field support that can serve as guidelines to Missions and their consultants from outside or from within the Agency.

IV. Decision Packages

For a small office such as this one, the "lumpiness" of program components is a significant factor in setting program proposal increments. The criteria used in forming decision packages are 1) relevance to program mandates to serve the needs of the rural poor and other significant disadvantaged groups, 2) relevance to expressions of Regional Bureau and field Mission situation assessments and program interests, 3) the maturity of the proposed project in its development, and 4) Office staff numbers and qualifications.

The base program for FY 1979, represented by the "minimum" decision package, relates directly to the program objectives of increasing individual and institutional administrative and managerial capacities. The applied and support services approach is in response to Regional Bureau and field Mission input on desired program approaches. The three projects included have been carefully developed to their present states and are moving methodically towards action in FY 1979. Manpower resources are available for carrying out this level of program.

Beyond the "minimum" package, the "current" and "proposed" decision packages will have a major impact on program goals and objectives. Accomplishment of the project on "Sectoral Management and Support Services" (the "current" decision package) will add a significant reinforcing element to improving the administrative and managerial capacity for program implementation. The multi-disciplinary systems approach that it provides is likely to result in sounder, more sustainable development assistance activities because of attention given to ancillary needs of program beneficiaries and of the specific subject matter technologies involved.

Accomplishment of the project on "Servicing Small Scale Farming Systems" (the "proposed" decision package) will heighten our knowledge of the managerial processes used by small scale enterprises, on and off farms, which affect the capability of the rural poor to assess their own economic situations, allocate their resources, provide or obtain food (directly or indirectly), and provide or obtain vital services within the inter-dependence of local environments. This will enhance the capacity of previously neglected population segments (on lower grade economic resources) to better participate in meeting their own needs.

V. Section 117 Relationships

Enhancing the capacity of the rural and urban poor, and of the institutions which influence or serve their economic and social environments, contributes to the situation assessment/solution development/solution implementation capacities of increasing numbers of people in developing countries. As people improve their well-being and become increasingly capable of relating to public programs, they will also be more responsive to population programs and the economic and social decisions on family size which only they can make.

VI. Work Force Requirements

Slightly more than forty percent of staff time is allocated to Project Development and Management. About a quarter of staff time is taken up with administrative and supervisory work (not including annual leave time). For a small office such as this, these are minimal level requirements. About fourteen percent of staff time is allocated to support activities for Regional Bureaus and field Missions. Planning and Strategizing utilize another thirteen percent of staff

time, and involvement with professional and international organizations takes up approximately five percent of staff time.

The categories of Project Development and Management, and Administration and Supervision are relatively fixed demands on the Office program. If proposed personnel increases are realized this will permit increases in Regional Bureau and field Mission support potential, up to as much as twenty percent (if travel funding levels permit). Regional Bureau and field Mission support is the principal trade off under staff shortages, and the principal gain to be realized from the filling of authorized staff positions.

If personnel levels were to be held at the FY 1977 levels through FY 1978 and FY 1979, the "proposed" decision package of "Servicing Small Scale Farming Systems" would not be feasible, small activities would have to be cut about in half, and support to Regional Bureaus and field Missions would not be likely to rise above present levels. If approved FY 1978 staffing were to be fulfilled, the "proposed" decision package on "Servicing Small Scale Farming Systems" would be feasible, all proposed small activities could be handled, and Regional Bureau and field Mission support could rise by about one third from present levels. The quality of Planning and Strategizing would also improve, although the amounts of time allocated would remain approximately the same.

TABLE V - FY 1979 PROPOSED PROGRAM RANKING

DECISION UNIT: TA/DA

REVISED BY:

CONSOLIDATED BY:

RANK	DECISION PACKAGES/PROGRAM ACTIVITY/SUPPORT ITEM		RESOURCE REQUIREMENTS						
			CUMULATIVE MISSION OPERATING EXPENSES (000)	WORKFORCE (OH ONLY)				PROGRAM FUNDING (000)	
	DESCRIPTION	APPROP ACCT		INCREMENT		CUMULATIVE		INCREMENT	CUMULATIVE
				US	FN	US	FN		
	Decision Package - Minimum								
	Cluster #9001								
1	Agricultural Management Training and Support	FN	N/A	11	N/A	11	N/A	369	369
	Cluster #9002								
2	Project Management Applications	EH		11		11		380	749
	Managing Decentralization	EH		11		11		725	1474
	Decision Package - Current								
	Cluster #9002								
4	Sectoral Management and Support Services	EH		11		11		595	2069
	Decision Package - Proposed								
	Cluster #9001								
5	Servicing Small Scale Farming Systems	FN				11		2131	4200

AID 1330-9 (4-77)

CLUSTER 9001

AGRICULTURAL MANAGEMENT

Cluster Narrative

AGRICULTURAL MANAGEMENT - 9001

The Agricultural Management cluster directly addresses the current inability of responsible personnel and institutions in developing countries 1) to identify accurately the causes of low productivity and mal-distribution of agricultural resources and output; 2) to formulate implementable solutions to perceived problems; 3) to mobilize, organize, and direct the application of available human and material resources for the solution of perceived problems; or 4) to evaluate the impact and effectiveness of activities being undertaken for the purpose of alleviating and preventing hunger which is especially widespread among the poorest and least influential segments of society.

The general objectives of cluster activities in Agricultural Management are a) to discover and test ways of identifying the crucial sets of skills and combinations of human and material resources that would be most effective in performing the tasks listed in items 1-4 in the previous paragraph; b) to prepare training materials and skilled trainers that could be utilized to develop the personnel skills among staff members in responsible institutions in developing countries; c) to conduct and support manpower development programs; and d) to conduct and support organizational development programs.

It is assumed that in addition to TAB efforts, the AID Regional Bureaus will affirmatively recognize the significance of agricultural management action alongside, or included within, the other development assistance efforts by means of appropriate staffing, assignment of responsibilities, and ancillary support within the Regional Bureaus and within the field Missions. It is further assumed that within the governments of developing countries with which AID is cooperatively undertaking development assistance that there is a general and growing recognition of the significance of management factors in effective agricultural development programs, and a willingness to commit personnel and institutions to the tasks and activities listed above as items 1-4 and a-d.

The problems and needs noted above exist at various levels of severity and are, in most cases, being improved slowly by normal means. The projects in this cluster seek to achieve breakthroughs of varying degrees of significance which will bring about marked reductions in the severity of these needs and problems. It is estimated that within a decade the concepts of "management" will be widely recognized as integral to effective agricultural programs, and that management skills will become a normal component of personnel selection, training and supervision.

The projects under this cluster are directed at the analysis of documentation on theoretical concepts and field experience, at the development of analytical and problem solving procedures for project management personnel, at the publication of research findings and training materials, and at the conduct of in-service training that is linked with job responsibilities. Project 0209 is an intensive training program applying management concepts and principles to specific agricultural development problems identified in an encyclopedic analysis of theoretical literature compared with the literature on project experience. Project 1131 is a combination of field case studies used to derive methods of analyzing field situtations for management personnel and to supply them with technical support in program design, implementation and evaluation. Project 0936 is in the completion phases of an older project from which publications are still being produced on the management of commodity systems. The newly proposed project on servicing small-scale farming systems is aimed at identifying the off-farm sources for production input supply and services, product processing and distribution, decision-making, and management skills support and technical backstopping.

Progress towards cluster objectives is measured by the increased availability of publications and in the offering of training which on the one hand broadens the actual resource base of qualified project personnel and on the other hand publicizes by some multiple the fact that attention is being accorded to these previously overlooked issues. The cumulative effect will be the general acceptance and pursuit of managerial effectiveness on an autonomous footing throughout the developing world.

Evaluations and priority rankings of cluster components are being made continuously. A continuation of corporate-oriented agribusiness "commodity system" analyses has been assigned low priority within the Office and has been dropped.

Personnel availability will be increased through the filling of a regular staff vacancy in the next 3-4 months. An outstanding candidate has indicated willingness to accept the position and is currently completing documentation for security clearance. An IPA position vacancy will be filled in the next 4-6 months to round out needs in this area.

Office TA/DA
Cluster No. 0001 Title Agricultural Management
Activity Coordinator A. Vestrich

"OVERVIEW"
Technical Assistance Bureau Program Review
Office Summary of Proposed Obligations by Cluster
($ in thousands)

Cluster Related A-1
Priority BASE
Date

	Page in ABS	Des. Cat.	Obl. Stat.	RDA	FY 1977 Revised OYB	FY 1977 Work Days Total	FY 1977 Work Days Consul-tants	FY 1977 Unliqui-dated 9/30/77	FY 1978 C. P.	FY 1978 C.P. Redist	FY 1978 Work Days Total	FY 1978 Work Days Consul-tants	FY 1979 Reqst'd Amount	FY 1979 Work Days Total	FY 1979 Work Days Consul-tants	Project Service Apprv'd Thru	Revised or New PP Due Mo/Yr
A. Planning and Strategizing																	
Misc. Cluster-Related Topics (est)						55					74			106			
Small Project Activities (G)					27	10				($125)	45		($30)	5			
B. Regional Bureau and Mission Service (est)						39					70			107			
C. Project Development and Management (from attached A-1's)					($370)	152		$382	569	866	190	80	$369	190	80		
D. Contacts with IO's and Prof. Orgs. (est)						26					32			38			
E. Administration and Supervision (est)						170					239			254			
TOTAL BASE					$370	450			569	$866	650		$369	700			
"Increment" - II (see attached A-1)																	
Servicing Small Scale Farming Systems											76	20	$2131	56			

(*) Project also has significant amount of research activity
(**) Project also has significant amount of adaptation or application activity
(***) Project also has significant field service element

Office TA/DA
Cluster No. 9001 Title Agricultural Management
Activity Coordinator A. Vestrich

Technical Assistance Bureau Program Review
Office Summary of Proposed Obligations by Cluster
($ in thousands)

Cluster Related A-1
Priority Base
Date

	Page in ABS	Des. Cat.	Obl. Stat.	RDA	FY 1977 Revised OYB	FY 1977 Work Days Total	FY 1977 Work Days Consul-tants	FY 1977 Unliquidated 9/30/77	FY 1978 C. P.	FY 1978 C.P. Redist	FY 1978 Work Days Total	FY 1978 Work Days Consul-tants	FY 1979 Reqst'd Amount	FY 1979 Work Days Total	FY 1979 Work Days Consul-tants	Project Service Apprv'd Thru	Revised or New PP Due Mo/Yr
0936 Management Capability for Agricultural Development		B	1	6		20										77	
0209 Managing Planned Agricultural and Rural Development		B	1	6		90	-	62	569	801	130	80	-	130	80	81	
1131 Agricultural Management Training and Field Support		B	2	6	370	42	30	320	-	65	60	30	369	60	-	-	6/77

(*) Project also has significant amount of research activity
(**) Project also has significant amount of adaptation or application activity
(***) Project also has significant field service element

Office TA/DA
Cluster No. 9001 Title Agricultural Management
Activity Coordinator A. Vestrich

Technical Assistance Bureau Program Review

Office Summary of Proposed Obligations by Cluster
($ in thousands)

Cluster Related A-1
Priority "Increment" - II
Date

	Page in ABS	Des. Cat.	Obl. Stat.	RDA	FY 1977 Revised OYB	FY 1977 Work Days Total	FY 1977 Work Days Consul-tants	FY 1977 Unliqui-dated 9/30/77	FY 1978 C. P.	FY 1978 C.P. Redist	FY 1978 Work Days Total	FY 1978 Work Days Consul-tants	FY 1979 Reqst'd Amount	FY 1979 Work Days Total	FY 1979 Work Days Consul-tants	Project Service Apprv'd Thru	Revised or New PP Due Mo/Yr
Servicing Small Scale Farming Systems **		a	4	b							76	20	2131	56		New	12/77

(*) Project also has significant amount of research activity
(**) Project also has significant amount of adaptation or application activity
***) Project also has significant field service element

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT IDENTIFICATION DOCUMENT FACESHEET

TO BE COMPLETED BY ORIGINATING OFFICE

1. TRANSACTION CODE: A (A = Add, C = Change, D = Delete)

PID

2. DOCUMENT CODE: 1

3. COUNTRY/ENTITY: Interregional GTS RDA No. 06

4. DOCUMENT REVISION NUMBER:

5. PROJECT NUMBER (7 DIGITS): 050 - 1131

6. BUREAU/OFFICE: A. SYMBOL TA/DA; B. CODE 08

7. PROJECT TITLE (MAXIMUM 40 CHARACTERS): Agt Mgt Tng and Field Support

8. PROPOSED NEXT DOCUMENT: A. 3 (2 = PRP, 3 = PP); B. DATE MM 04 YY 77

9. ESTIMATED FY OF AUTHORIZATION/OBLIGATION: a. INITIAL FY 77; b. FINAL FY 82

10. ESTIMATED COSTS ($000 OR EQUIVALENT, $1 =)

FUNDING SOURCE	$000
A. AID APPROPRIATED	1575
B. OTHER U.S. 1.	
2.	
C. HOST COUNTRY	
D. OTHER DONOR(S)	
TOTAL	1575

11. PROPOSED BUDGET AID APPROPRIATED FUNDS ($000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE C. GRANT	D. LOAN	E. FIRST FY 77 F. GRANT	G. LOAN	LIFE OF PROJECT H. GRANT	I. LOAN
(1) 1 (FN)	180	050		370		1575	
(2)							
(3)							
(4)							
			TOTAL	370		1575	

12. SECONDARY TECHNICAL CODES (maximum six codes of three positions each)

720 | 053 | 243 | 615

13. SPECIAL CONCERNS CODES (MAXIMUM SIX CODES OF FOUR POSITIONS EACH): BF | RAG | INTR | TNG

14. SECONDARY PURPOSE CODE: 660

15. PROJECT GOAL (MAXIMUM 240 CHARACTERS)

Ten LDC governments increase the effectiveness/efficiency of their agricultural programs which benefit poor farm families.

16. PROJECT PURPOSE (MAXIMUM 480 CHARACTERS)

a. Ten USAIDs improve quality and timeliness of their management and training assistance to LDC agricultural programs and service institutions.

b. Ten USAIDs, ten host countries, and five other agricultural management service organizations adapt and use case studies and lessons of agricultural management experience.

17. PLANNING RESOURCE REQUIREMENTS (staff/funds)

20 days direct-hire staff, 20 days contract services.

18. ORIGINATING OFFICE CLEARANCE

Signature: Nicolaas Luykx 20 Apr 77

Title: Nicolaas Luykx, Director
Office of Development Administration
Bureau of Technical Assistance

Date Signed: MM 04 DD 20 YY 77

19. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION: MM DD YY

AID 1330-2 (3-76)

PROJECT IDENTIFICATION DOCUMENT

Project #1131

AGRICULTURAL MANAGEMENT TRAINING AND FIELD SUPPORT

1. Problem and Proposed Response.

USAID Missions are now funding numerous projects that support agriculture ministry planning and management, integrated agricultural service delivery, farming-marketing systems, land reform, or other areas with heavy managerial content. A few projects have specifically emphasized agricultural management skills development.

In Policy Determination No. 69 of Feb. 10, 1977, the Agency called for strengthened management components in all AID-financed projects, especially the capabilities of host-country implementing institutions.

This project will provide a means to (1) appraise LDC experience in strengthening management of agricultural projects and public programs -- especially that arising from USAID-funded projects; (2) develop practical guidance and methodology based on the experience, and (3) provide services to USAIDs to help them assist LDC counterparts design, activate, implement, and evaluate the management dimensions of their agricultural projects and programs. The project will emphasize training, but will also address institution building and management systems needs.

a. Purpose and Relation to Goal.

Goal: Ten LDC governments increase the effectiveness/efficiency of their agricultural programs which benefit poor farm families.

Purpose: Ten USAIDs increase the quality and timeliness of their management and training assistance to host country agricultural ministries and/or other service institutions.

b. Description of Project.

Three kinds of outputs are planned:

(1) Case studies of four or more USAID agricultural projects with significant management (assistance) components.

(2) Collection of LDC lessons of experience in agricultural management and a prospectus of training and support needs and approaches.

(3) Field services for project design, "talent-banking," backstopping and evaluation to ten USAID-funded LDC projects with agricultural management components. Services will include short-term, on-site training and consulting services in support of USAID-funded contract teams and/or host country teams.

Obligations for the project are planned for FY 77 - FY 82, and services for FY 78 - FY 82. Total project costs are estimated to be $1,723,000.

Contract and RSSA personnel will be selected for knowledge of practical economic, technical and social, as well as managerial, requirements of LDC agriculture so that their management prescriptions will be realistic and multidimensional. Consultant services will be provided under both contract and RSSA mechanisms for more specialized services, e.g., management of agricultural credit.

c. Major Assumptions.

(1) Ten USAIDs are implementing or planning projects to assist host countries with agricultural planning, management, or service delivery and will welcome assistance of the type offered by this project.

(2) Technical, economic, social, and managerial concerns can be successfully merged in A.I.D. projects; spokesmen for these concerns in USAIDs and AID/W as well as the implementing agent can and will cooperate to produce the outputs decided on for the project, and the respective countries.

(3) Ten host governments will cooperate in introducing and applying improved management practices brought to them by this project.

(4) Available knowledge about agricultural management and organization of single and integrated agricultural service delivery is already sufficient to produce measurable improvements without extensive investment in further research, even though such research may be desirable.

(5) The application of principles drawn from business and public management, for example information sciences, will help facilitate the design and operation of more effective and efficient agricultural projects and programs.

d. Related Activities.

Significant related documentation includes Development Alternatives, Inc., Strategies for Small Farmer Development; LA Bureau (Judith Tendler), Intercountry Evaluation of Small Farmer Organizations, Ecuador and Honduras; LA Bureau, Intercountry Evaluation of Agriculture Sector Programs (4 Vol.); and Governmental Affairs Institute, Managing Planned Agriculture.

Experience derived from USAID projects in Costa Rica, Honduras, Nicaragua, Haiti, Ghana, Tanzania, and Tunisia is known to be relevant. Special experience of Turkey and Ghana in USAID-assisted agricultural management skills development is also significant.

Several activities of TA/RD and TA/AGR will contribute. Similarly, PPC research bearing on rural employment and equity issues will be useful.

e. Alternatives to the Project.

(1) One alternative is to rely on IQCs and direct-hire staff for the type of field support needed. While these means are essential and complementary with the proposed project, they do not permit the systematic accumulation and application of specialized experience nor the depth of attention to specific USAID/host country problems that this project provides.

(2) A second alternative is to proceed with studies of field experience, deferring a field service component. This is unnecessary because enough on-the-shelf experience is already available to make a significant difference when applied to projects already underway or in the design stage.

(3) A third alternative is to separate R&D and field service elements into separate projects. This is undesirable because it slows the accumulation of action-oriented knowledge on the one hand, and the application of the best "state of the art" on the other.

The benefits of this project do not lie in any potential for a "breakthrough" or dramatic innovation. Rather they lie in the possibility of shortening the usual delay between learning lessons of agricultural management experience in one LDC and adapting and applying them in another. If such transfer and application works as intended, this project will save time and costs of avoidable errors. Benefit/cost cannot be easily calculated, but is judged significant given the magnitude and importance of AID-assisted LDC agricultural projects and programs.

f. Beneficiaries.

Direct beneficiaries are LDC agricultural management trainers, or managers of LDC public programs or service delivery institutions. Indirect beneficiaries are the poor farm families who receive the services or otherwise benefit from improved agricultural administration. Specific groups of beneficiaries will be defined by each USAID project supported by this one.

g. Spread Effect.

This project will produce some spread effect by dissemination of the studies, and the needs/methods prospectus, by distribution of training materials, and by testing a relatively new project monitoring and support method that can be replicated in other situations. However, the ten location-specific applications represent sufficient spread in their own right, and further spread effect is an auxiliary purpose of the project.

2. Financial Requirements and Plans.

Please refer to the attached budget which reflects annual and life-of-project budget estimates based on a contract with a U.S. University and a USDA RSSA as implementing mechanisms.

3. The project will have to be developed rapidly for FY 77 obligation. However, the project methodology is relatively straight-forward, and substantial experience on which to build has already been accumulated. Project design will require synthesis of existing knowledge and methods rather than the devlopment of new approaches. To illustrate, needs analysis can draw heavily on LA Bureau experience with agricultural sector loans plus the Managing Planned Agriculture project of TA/DA. The model for field assistance will be essentially that now used in cooperation with USAID/Jamaica under the TA/LA Project Management Applications project.

The ideas in the PID will be tested with the R&DC and with three Missions in Central America during a late April/early May field visit. The project paper is scheduled for completion in June by TA/DA staff in consultation with related AID/W offices. An estimated 20 days will be required. Up to 20 days of contract services may also be used.

4. Issues of a Policy or Programmatic Nature.

This project is fully consistent with AID policy and poses no apparent issues of a policy or programmatic nature.

Project 050-1131 Ag Mgt Tng and Field Support

Proposed Budget
(all figures $000)

1. U.S. University Contract		Obl. Year 1	Obl. Year 2	Obl. Year 3	Obl. Year 4	Obl. Year 5
Team Leader (Ag econ and mgt)	@ 36	$ 36	$ 36	$ 41	43.5	46
Mgt systems & training spec	@ 30	30	30	34	36.5	38.5
Research assistant	@ 16	16	16	18	19.	(6mos) 10.0
Secretary	@ 10	10	10	12	13	13.5
		$ 92	$ 92	$ 105	112	108.
Plus Overhead and fringe	@ 70%	64	64	73.5	78.5	@ 75% 81
Travel and per diem		12	16	19.5	21.	18
Consultant sub-contracts		8	12	15.	8.5	6
Other Direct Costs (materials, etc.)		5	5	15*	17*	18*
Total		$ 181	$ 189	228	237.	231
Obligations required years 1 and 2		$ 370 in FY 77		228 in FY 79	237 in FY 80	231 in FY 81

* includes utilization conference

TOTAL Contract Costs $1066

2. USDA RSSA (Reimb. Supporting Services Agreement)						
Ag Mgt Generalist GS-14	@ 35		35		37	39
Ag Mgt Org & Mgt Spec GS-13	@ 28	28	31.5		33	35
Secretary GS-04	@ 9	1/4t. 2.5	2/3t. 6.		2/3t. 6.5	7
Space Rental		3	3.		3.5	3.5
Travel		12	27.		29.	26.
Contract Consultants		5.5	9.		9.5	10.
Other Direct Costs		1.	1.5		1.5	1.5
		52	113.		120.	122.
Overhead	@ 25%	13	28		30	31
Total obligations required		65 in FY 78	141 in FY 79		150 in FY 80	153 in FY 81

TOTAL RSSA Costs $ 509

TOTAL LIFE OF PROJECT $1575

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT IDENTIFICATION DOCUMENT FACESHEET

TO BE COMPLETED BY ORIGINATING OFFICE

1. TRANSACTION CODE: A (A = ADD, C = CHANGE, D = DELETE)

PID

2. DOCUMENT CODE: 1

3. COUNTRY/ENTITY: Interregional GTS — RDA No. 06

4. DOCUMENT REVISION NUMBER:

5. PROJECT NUMBER (7 DIGITS):

6. BUREAU/OFFICE: A. SYMBOL: TA/DA; B. CODE:

7. PROJECT TITLE (MAXIMUM 40 CHARACTERS): SERVICING SMALL SCALE FARMING SYSTEMS

8. PROPOSED NEXT DOCUMENT: A. 3 (2 = PRP, 3 = PP); B. DATE: MM 12, YY 77

9. ESTIMATED FY OF AUTHORIZATION/OBLIGATION: a. INITIAL FY; b. FINAL FY

10. ESTIMATED COSTS ($000 OR EQUIVALENT, $1 =)

FUNDING SOURCE	LIFE OF PROJECT
A. AID APPROPRIATED	2,131
B. OTHER U.S. 1.	
B. OTHER U.S. 2.	
C. HOST COUNTRY	
D. OTHER DONOR(S)	
TOTAL	2,131

11. PROPOSED BUDGET AID APPROPRIATED FUNDS ($000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE C. GRANT	D. LOAN	E. FIRST FY F. GRANT	G. LOAN	LIFE OF PROJECT H. GRANT	I. LOAN
(1)	130	251		723		2,131	
(2)							
(3)							
(4)							
			TOTAL	723		2,131	

12. SECONDARY TECHNICAL CODES (maximum six codes of three positions each): 973 | 050 | 010 | 740 | 721 | 963

13. SPECIAL CONCERNS CODES (MAXIMUM SIX CODES OF FOUR POSITIONS EACH): BSW | RGEN | PART | INTR | LAB

14. SECONDARY PURPOSE CODE: 270

15. PROJECT GOAL (MAXIMUM 240 CHARACTERS)

Increase productivity and income among poor farmers and increase employment and income for rural poor employed in farm support enterprises.

16. PROJECT PURPOSE (MAXIMUM 430 CHARACTERS)

1. Develop new knowledge on the management of small scale farming systems, including non-farm agricultural support enterprises, in rural areas.

2. Develop, test and publish appropriate management assistance tools for poor farmers and operators of small scale farm support enterprises.

17. PLANNING RESOURCE REQUIREMENTS (staff/funds)

20 days direct hire staff, with 60 days of expert assistance.

18. ORIGINATING OFFICE CLEARANCE

Signature: Nicolaas Luykx 21 Apr 77

Title: Nicolaas Luykx, Director
Office of Development Administration
Bureau for Technical Assistance

Date Signed: MM 04, DD 21, YY 77

19. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION: MM, DD, YY

AID 1330-2 (3-76)

Project Identification Document

"SERVICING SMALL SCALE FARMING SYSTEMS"

1. Summary of the Problem to be Addressed and the Proposed Response to the Problem

Most of the agricultural cultivators of the world farm small scale operations at low levels of productivity. Low productivity is the leading factor associated with the deep poverty of large segments of the rural population. The complex of principle causes of low productivity include the lack of control cultivators have over financial and material resources and their lack of knowledge and skills in the organization and management of such resources. Small scale farmers are predominantly oriented towards subsistence and have weakly organized relationships with 1) sources of farm production supplies, such as fertilizers, improved seeds, water, and the like; 2) sources of farm support services, such as credit, information, technical backstopping, and the like; or 3) sources of opportunities for product sales, through processing, storage and related marketing processes. The ability to make and carry out appropriate decisions is the core of a manager's set of skills. While much is known about the principles of decision making, little is known about the way decisions are actually made that affect the success of small scale farm support operations (such as supply, servicing and marketing) or about the information on which such decisions are based. Little is known about the "system" within which small scale farms exist. This system, as referred to in this project, is made up primarily of the "sources" listed in items 1-3, above, and the actual or potential relationships they have with farmers and with each other.

a. The solution to the problem:

The purposes of this project are twofold. One is to accumulate existing knowledge, and generate necessary new knowledge (and relate it to existing knowledge), about the capacity of small scale farms to utilize off-farm production inputs, supporting services, and market outlets; and about the management requirements for small scale farms and non-farm agriculturally relevant enterprises, with which they do (or could) relate.

A second purpose is to draft, test, and otherwise develop management tools (such as manuals, continuing education program designs, and the like) for small scale operators of non-farm agriculturally relevant enterprises and for small farmers; and to publish promising materials for further adaptation and utilization on a broader scale.

b. A description of the project:

(1) The following four outputs are estimated as being adequate for the achievement of the project's objectives. First, is a research

report on the organization and operation of small scale farming systems (farms, sources of supplies, sources of support services, and storage, processing and distribution channels). Second, is a research report on farmer household decision making for the management of economic relationships and resources, with emphasis on the role of women in farming, and in off-farm components of the small scale farming system. Third is a report on a demonstration study of simple small enterprise business record-keeping and analysis methods, which would be adaptable to a wide variety of small scale farming areas. Fourth would be the development of a manual on small business management for both non-farm and farm reference use.

(2) The principal technical and physical resources needed will be senior research scholars (American university faculty members at least one of whom would be a specialist in communication and results utilization), junior research scholars (graduate students) and research assistants. An estimated total of five senior researchers, seven junior researchers and fourteen assistants might be involved for a total of 2 full time equivalent (FTE) of senior researchers, 7 FTE of junior researchers and 8.4 FTE of assistants per annum. It will be important to develop early close cooperative relationships with one or more host country academic, scientific or action institutions in order to facilitate project relevance and ultimate output utilization. A demonstration and testing area will have to be identified by the host country cooperating institution involving a sample of about 100 cooperating farmers and small entrepreneurs. Details on these commitments will await involvement of representatives of host-country cooperating institutions in the project development.

(3) The disbursement period for this project will be approximately 2½ to 3 years, with additional time for the completion of project publications.

c. Major assumptions pertinent to project success:

It is assumed that interest in enhancing small scale farming systems in developing countries is high among agricultural authorities and scientists in these areas; and that they will readily see the value of active participation in developing management information and "tools" for small scale operations. It is assumed that an American university group can effectively undertake this project in cooperation with one or more institutions in one or more developing countries. It is assumed that adequate technical information already exists on small scale farming systems so that the next steps in studying the management of these systems can proceed smoothly.

d. Action by the host country and other donors:

It is expected that there will be host country and field Mission agreement to cooperative development and execution of this project, evidenced by high level authorizations to a relevant and interested host country institution to play a leading role, along with local farmer and community organizations. This action should follow from previous host country commitments to the study and development of small scale farming. U.S. A.I.D. has been and continues to be interested in small farmers. Most AID activities relative to small farming systems have provided valuable background in the technical requirements of cropping systems, in market behavior, in the adaptation of particular types of farmer group organizations, and social interactions in household decisions. Many valuable insights, based on data from many countries, were produced under contract no. AID/CM/ta-C-73-41, May 1975, "Strategies for Small Farmer Development." Additional valuable background is also available in reports emerging from contract no. AID/csd 3625, "Rural Employment in Tropical Africa." Within TAB, area-oriented interrelationships among consumers, producers and linking institutions are being pursued by TA/RD and TA/UD.

e. Alternatives to this project:

This project does not have ready alternatives. It is basically a question of doing it or not. Previous work carries our knowledge a great distance but falls short of answering specific questions that can help farmers and local entrepreneurs analyze their own needs, procedures and problems in relation to agriculturally related business enterprises and support services.

f. Direct and indirect beneficiaries:

The direct beneficiaries upon whom this project focuses are 1) small scale farmers; 2) local suppliers of equipment, chemicals, planting materials, credit, labor, and information; 3) farm product processors, storage facility operators, shippers, and the like; and 4) product market agents and dealers.

The indirect beneficiaries will be rural consumers, on the one hand, who will enjoy the benefits of increased family income (productivity); government rural development project planners and administrators; and the scientific and academic community which will have additional information upon which to base their future work.

g. Spread effect:

If successful, the action-oriented project outputs are intended for adaptation and adoption in similar enviornments elsewhere. The research reports will be widely circulated in the academic-scientific, and development-action communities for critical comment and review. The project team's staff members specializing in communication and utilization will be responsible to see that project outputs are in a form adapted to operational users of the material. Attention will be given to terminal plans for "new" follow-on utilization, training and evaluation work.

2. Financial Requirements and Plans

a. Estimated A.I.D. project costs: (per year)

(1) Personnel Services

	No.	FTE	Annual Salary (+20%Fr.)	Total
Senior researchers (U.S. univ.)	5	2.0	$42,000	$ 84,000
Junior researchers (U.S. univ.)	7	7.0	14,000	100,800
Research assistants (in host country)	14	8.4	6,000	50,400
Business manager (in U.S.)	1	0.5	30,000	15,000
Secretary (in U.S.)	1	1.0	13,800	13,800
Secretary (in host country)	1	1.0	13,800	13,800
	29	17.4		$277,800

(2) 65% overhead charge on U.S. salaries ($213,600) $138,840

(3) International Travel
Senior Researchers: 5 pers. x 1.6 avg trips @ $2,000 = $ 16,000
Junior Researchers: 7 pers. x 1 avg trip @ $2,000 = $ 14,000

(4) Local Travel
17.4 FTE x 251 days x $5.00 daily cost est. $ 21,837

(5) Per Diem
Researchers (9 FTE) x 365 days @ $70.00 daily $229,950

(6) Supplies, materials, communications, and publications

Supplies and materials	$5,000	
Post, telegraph, telephone	1,000	
Shipping	3,000	
Publications	6,000	$ 15,000

TOTALS

Proj. development 1st year, as a "small activity"	($ 35,000)
First operating year (Totals of figures 1-6)	$722,427
Second year (1st year + 10% inflation)	794,670
Third year (full FTE for 6 mos.; 42% FTE 12 mos. + 10% inflation)	613,287

GRAND TOTAL PROJECT COST ESTIMATE $2,130,384

b. Host country share in project support:

It is assumed that the host country (or countries) involved in this project will provide office space to the project personnel and access to libraries, data processing facilities and other research related facilities. It is assumed that the host country's cooperating institution(s) will also use their professional capacities to participate in designing and adapting the study, in winning and maintaining the cooperation of farmer groups, local institutions of governance, formal government agencies, private business groups, and relevant academic and scientific organizations. Staff members of cooperating institutions should be committed as feasible, appropriate and necessary for the success of the project. The financial equivalent of these values represented cannot be estimated at this time but could be estimated subsequently as the project is developed with actual sites in mind.

3. Development of the Project

a. How the project will be developed:

Direct hire staff will take responsibility for developing this project with the assistance of expert services (organized as a "small activity) to perform the technical analysis for the Project Paper over a three month period. It may be necessary to conduct a carefully focused site evaluation survey to select a short list of field options after assembling and analyzing currently available information on previous and on-going studies and action projects (on small scale farming and non-farm agricultural support businesses and services), and on the basis of subject matter interests reflected by host countries and field Missions.

b. Schedule for preparation of Project Paper:

The Project Paper would be completed by December 1977.

c. Estimate of A.I.D. resources for preparing the Project Paper:

The best estimate of A.I.D. resources necessary to prepare the PP is that direct hire staff time is available to work with a consultant under a "small activity" format. The scheduling of filling current office vacancies is consistent with this.

4. Issues of a Policy or Programmatic Nature

Policy issues relevant to this PID have to do with 1) the potential involvement of minority institutions, which will be actively sought; 2) the project emphasis on small scale farming systems (including off-farm employment opportunities) offering jobs for the rural poor; and 3) a special emphasis on the role of women in household decisions, farming operations, and off-farm enterprises that are supportive of farming.

CLUSTER 1202

HEALTH PLANNING

Cluster Narrative

HEALTH PLANNING - 1202

The Health Planning cluster addresses the problem of the chronic difficulty experienced by technical health specialists and general administrative personnel who are unable 1) to specify priority public health problems accurately and in operationally meaningful terms; 2) to design institutions and programs to serve the health needs of the poorest and least influential segments of the population; 3) to mobilize, prepare, and apply manpower for the meeting of these needs; 4) to mobilize and utilize financial and material resources; or 5) to evaluate program effectiveness.

The projects in this cluster have objectives which are directly relevant to the four problem components listed in the previous paragraph. Project 1013 will develop methods for a) problem analysis, resolution and feedback by public health organizations; b) motivating increasing efficiency and adapting organizational change; and c) training and upgrading for managerial performance in public health organizations. Project 1016 will develop a methodology for appraising developing country health management systems.

It is assumed that the AID Regional Bureaus and field Missions have a high level of technical competence in technical public health, coupled with extensive field experience. It is further assumed that host country governments with which AID is cooperating in development assistance are generally aware of the severity and extent of public health problems affecting the poorer segments of their countries, and are strongly committed to meeting the needs of the population for health services.

It should take until mid FY 1979 or early FY 1980 for the impact of these projects to be felt at the level of planners in developing countries. These projects are expected to contribute to total health planning processes by focusing attention on management at the project design and development stage. By the time of their completion by TA/DA there should be introduced into health sector planning, in the demonstration countries, a methodology for appraising the management aspects of health sector programs; and training procedures available for incorporation into development projects. It may take 2-5 additional years beyond FY 1979 for implementation, testing and institutionalization of these procedures in pilot countries, and subsequent diffusion to additional countries.

Both of these projects have been developed and modified in the face of rejected alternatives. They both rank high. Evidence of the significance of these approaches is to be found in the interest shown by TA/H in expanding its work in health planning and management. Because of this, TA/DA may, in the next several years, withdraw from this particular sectoral emphasis and re-direct its professional resources to other priority topics.

To monitor these projects properly, a range of sixty to ninety direct hire workdays are scheduled yearly, with an average of 150 workdays of consultant time for project design and development, evaluation, field services and special monitoring activities.

Office TA/DA
Cluster No. 1202 Title Health Planning
Activity Coordinator C. Briggs

"OVERVIEW"
Technical Assistance Bureau Program Review
Office Summary of Proposed Obligations by Cluster
($ in thousands)

Cluster Related A-1
Priority BASE
Date

	Page in ABS	Des. Cat.	Obl. Stat.	RDA	FY 1977 Revised OYB	FY 1977 Work Days Total	FY 1977 Work Days Consul-tants	FY 1977 Unliqui-dated 9/30/77	FY 1978 C. P.	FY 1978 C.P. Redist	FY 1978 Work Days Total	FY 1978 Work Days Consul-tants	FY 1979 Reqst'd Amount	FY 1979 Work Days Total	FY 1979 Work Days Consul-tants	Project Service Apprv'd Thru	Revised or New PP Due Mo/Yr
A. Planning and Strategizing																	
Misc. Cluster-Related Topics (est)						34					5			4			
Small Project Activities (C)					(Req $5	20				(Req $7)	25		(Req $12)	45			
B. Regional Bureau and Mission Service (est)						20					7			4			
C. Project Development and Management (see attached A-1's)					$500	81	120	410	225	$565	115	124	-	120	104		
D. Contacts with IO's and Prof. Orgs. (est)						12					5			5			
E. Administration and Supervision (est)						84					94			73			
TOTAL BASE					$500	251				$565	251	124	-	251	104		

(*) Project also has significant amount of research activity
(**) Project also has significant amount of adaptation or application activity
(***) Project also has significant field service element

Office TA/DA
Cluster No. 1202 Title Health Planning
Activity Coordinator Charles C. Briggs

Technical Assistance Bureau Program Review
Office Summary of Proposed Obligations by Cluster
($ in thousands)

Cluster Related A-1
Priority BASE
Date

	Page in ABS	Des. Cat.	Obl. Stat.	RDA	FY 1977 Revised OYB	FY 1977 Work Days Total	FY 1977 Work Days Consul-tants	FY 1977 Unliqui-dated 9/30/77	FY 1978 C. P.	FY 1978 C.P. Redist	FY 1978 Work Days Total	FY 1978 Work Days Consul-tants	FY 1979 Reqst'd Amount	FY 1979 Work Days Total	FY 1979 Work Days Consul-tants	Project Service Apprv'd Thru	Revised or New PP Due Mo/Yr
Health Management Training Materials Project 1013		B	2	12		53	60	0	225	565	70	40		65	64	80	10/77
Appraisal Health Management Systems Project 1016		B	2	12	500	28	16	410			45	20		45	20	79	4/77

(*) Project also has significant amount of research activity
(**) Project also has significant amount of adaptation or application activity
(***) Project also has significant field service element

CLUSTER 9002

DEVELOPMENT ADMINISTRATION

Cluster Narrative

DEVELOPMENT ADMINISTRATION - 9002

The fundamental problem which this cluster addresses is the common experience that "development" is characterized by the emergence of unprecedented situations to which existing management and administrative skills and arrangements may not apply. Personnel tend to rely inappropriately on institutional norms, past experience, and situational stereotypes in attempting to cope with emergent situations. What is needed instead are a foundation in problem identification and analysis; in the assessment of relationships and resources; in solution design, implementation and effectiveness assessment.

In order to deal with this problem, the projects in the Development Administration cluster are designed to expand the capacity of authorities in developing countries to manage development programs into which substantial external resources are committed. Analytical and management tools will be developed that can be applied along with technical solutions in attacking key development problems. The kinds of project components undertaken in this cluster include:

1. Research, data collection, the analysis of structured experience (collecting situational information).

2. Planning and direction guidelines (strategy for developing institutional capability).

3. Organizational development (formation and evolution of group action and institutional structures).

4. Procedural guidelines (management or resource delivery functions).

5. Operationalizing experience and skills (internalizing system feedback, implementing techniques learned in training).

It is assumed that Policy Determination No. 69 (February 10, 1977) on "Development Administration" has been, or will be, given serious attention by all units of AID, and that all those units for which it will be relevant to do so will develop their staffing and program patterns accordingly. It is further assumed that there is a growing appreciation among developing countries that one of the most prevalent factors accounting for the weakness or failure of development activities is the lack of managerial and administrative skills among program and project personnel.

Some of the projects in this cluster are already achieving some of its objectives. On the other hand, some of the problems with which this cluster deals will require long-term continuing action based on feedback being received (and to be received), before success will be achieved. Project 0132, a 211-d project with MUCIA, has succeeded in establishing the institutional capacity of PASITAM to provide reference and training documentation, and expert consulting services on project and program design, implementation and evaluation; and on institution building. These capabilities will be utilized at the request of AID field Missions under project 1172, which is a discrete follow-up on 0132. Project 0096 has been specifically utilized to build up the capacities of at least two regional institutions (IICA in Central America and PAID in Central Africa) to serve the development administration needs of the countries in their regions. Project 1025 has completed the initial phase of concept exploration on systems approaches in sectoral management, and will go on to the design and implementation of field phases. The new project on managing decentralization will emphasize the development of service delivery systems for broad segments of host country populations, and for involving their participation along with that of central government planners and technical personnel.

given to the views expressed by the Regional Bureaus and field Missions. Because of staff shortages it has been necessary to hold certain lesser priority projects back. Two of the more promising of these (which may be initiated, on an initial reduced scale as "small activities") include research on development management potential centered at provincial, regional, and local levels; and research on the relationships between AID field Missions and host country agencies and institutions as they cooperate in the management and implementation of development programs, projects and activities.

Personnel limitations, as noted above, have forced the postponement of certain new projects. Adequate personnel resources exist for the management of the projects included in this cluster.

Office TA/DA
Cluster No. 9002 Title Development Administration
Activity Coordinator

"OVERVIEW"
Technical Assistance Bureau Program Review
Office Summary of Proposed Obligations by Cluster
($ in thousands)

Cluster Related A-1
Priority BASE
Date

	Page in ABS	Des. Cat.	Obl. Stat.	RDA	FY 1977 Revised OYB	FY 1977 Work Days Total	FY 1977 Work Days Consul-tants	FY 1977 Unliqui-dated 9/30/77	FY 1978 C. P.	FY 1978 C.P. Redist	FY 1978 Work Days Total	FY 1978 Work Days Consul-tants	FY 1979 Reqst'd Amount	FY 1979 Work Days Total	FY 1979 Work Days Consul-tants	Project Service Apprv'd Thru	Revised or New PP Due Mo/Yr
A. Planning and Strategizing																	
Misc. Cluster-Related Topics (est)						56					83			77			
Small Project Activities (G)					$180	96				$119	70		$70	40			
B. Regional Bureau and Mission Service (est)						40					78			82			
C. Project Development and Management (from attached A-1's)					$805	185	25	$177	285	$307	224	40	$380	313	40		
D. Contacts with IO's and Prof. Orgs. (est)						24					38			40			
E. Administration and Supervision (est)						168					238			254			
TOTAL BASE					$805	569	25	$177	285	$307	731	40	$380	806	40		
"Increment" - I (see attached A-1) Sectoral Management/Support Services						60					90		$595	80			1/78

(*) Project also has significant amount of research activity
(**) Project also has significant amount of adaptation or application activity
(***) Project also has significant field service element

Office TA/DA
Cluster No. 9002 Title Development Administration
Activity Coordinator K. Kornher

Technical Assistance Bureau Program Review
Office Summary of Proposed Obligations by Cluster
($ in thousands)

Cluster Related A-1
Priority BASE
Date

	Page in ABS	Des. Cat.	Obl. Stat.	RDA	FY 1977 Revised OYB	FY 1977 Work Days Total	FY 1977 Work Days Consul-tants	FY 1977 Unliqui-dated 9/30/77	FY 1978 C. P.	FY 1978 C.P. Redist	FY 1978 Work Days Total	FY 1978 Work Days Consul-tants	FY 1979 Reqst'd Amount	FY 1979 Work Days Total	FY 1979 Work Days Consul-tants	Project Service Apprv'd Thru	Revised or New PP Due Mo/Yr
0132 Institution Building (MUCIA)		f	1	30	-	61	20									7/77	
0096 Project Management Applications		b	1	30	280	65	-	177	285	307	130	10	380	130	10	79	6/77
1172 Organizational and Managerial Analysis		b	2	30	525	59	5	-	-	-	94	30	-	113	40	New	6/77
1053 Managing Decentralization for Service Delivery		b	4	30									725	70			5/78

(*) Project also has significant amount of research activity
(**) Project also has significant amount of adaptation or application activity
(***) Project also has significant field service element

Office TA/DA
Cluster No. 9002 Title Development Administration
Activity Coordinator K. Kornher

Technical Assistance Bureau Program Review
Office Summary of Proposed Obligations by Cluster
($ in thousands)

Cluster Related A-1
Priority "Increment"-I
Date

	Page in ABS	Des. Cat.	Obl. Stat.	RDA	FY 1977 Revised OYB	FY 1977 Work Days Total	FY 1977 Work Days Consul-tants	FY 1977 Unliqui-dated 9/30/77	FY 1978 C. P.	FY 1978 C.P. Redist	FY 1978 Work Days Total	FY 1978 Work Days Consul-tants	FY 1979 Reqst'd Amount	FY 1979 Work Days Total	FY 1979 Work Days Consul-tants	Project Service Apprv'd Thru	Revised or New PP Due Mo/Yr
1025 Sectoral Management/Support Services		c	2	30	-	60			-	-	90		$595	80		New	1/78

(*) Project also has significant amount of research activity
(**) Project also has significant amount of adaptation or application activity
(***) Project also has significant field service element

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT IDENTIFICATION DOCUMENT FACESHEET

TO BE COMPLETED BY ORIGINATING OFFICE

1. TRANSACTION CODE: A (A = ADD, C = CHANGE, D = DELETE)

PID

2. DOCUMENT CODE: 1

3. COUNTRY/ENTITY: Interregional-GTS-KPA No. 30

4. DOCUMENT REVISION NUMBER:

5. PROJECT NUMBER (7 DIGITS): 931-1172

6. BUREAU/OFFICE: A. SYMBOL: TA/DA; B. CODE: 08

7. PROJECT TITLE (MAXIMUM 40 CHARACTERS): Organizational and Managerial Analysis

8. PROPOSED NEXT DOCUMENT

A. 3 (2 = PRP, 3 = PP)

B. DATE: MM 04 YY 77

9. ESTIMATED FY OF AUTHORIZATION/OBLIGATION

a. INITIAL FY 77

b. FINAL FY 79

10. ESTIMATED COSTS ($000 OR EQUIVALENT, $1 =)

FUNDING SOURCE	[illegible]
A. AID APPROPRIATED	525
B. OTHER U.S.	225
C. HOST COUNTRY	
D. OTHER DONOR(S)	
TOTAL	750

11. PROPOSED BUDGET AID APPROPRIATED FUNDS ($000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE C. GRANT	D. LOAN	E. FIRST FY F. GRANT	G. LOAN	LIFE OF PROJECT H. GRANT	I. LOAN
(1) EH	790	720		175		525	
(2)							
(3)							
(4)							
			TOTAL	175		525	

12. SECONDARY TECHNICAL CODES (maximum six codes of three positions each)

970	660	530			

13. SPECIAL CONCERNS CODES (MAXIMUM SIX CODES OF FOUR POSITIONS EACH)

14. SECONDARY PURPOSE CODE

15. PROJECT GOAL (MAXIMUM 240 CHARACTERS)

Produce knowledge for use in the design and implementation of projects in several sectors aimed at the rural poor.

16. PROJECT PURPOSE (MAXIMUM 480 CHARACTERS)

To respond to needs of A.I.D. missions, contractors, and host country collaborators for guidance materials, including knowledge of practical techniques of analysis, design and implementation.

17. PLANNING RESOURCE REQUIREMENTS (staff/units)

TDY Consultant Project Design 1 mm (To be funded through small activities.)
Direct Hire 1 mm (Already on board.)

18. ORIGINATING OFFICE CLEARANCE

Signature

Title: Director, TA/DA

Date Signed: MM 04 DD 06 YY 77

19. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION

MM DD YY

AID 1330-2 (3-76)

OPTIONAL FORM NO. 10
JULY 1973 EDITION
GSA FPMR (41 CFR) 101-11.6

UNITED STATES GOVERNMENT

Memorandum

TA/DA, Nicolaas Luykx

DATE: April 8, 1977

OM : TA/DA, Charles Briggs

BJECT: Initial Environmental Examination for
Project #931-1172 - Organizational and Managerial Analysis

This project is essentially to facilitate the transfer of documents and information relating to administration of development programs. It will have no foreseeable significant effect on the human environment.

5010-110

Buy U.S. Savings Bonds Regularly on the Payroll Savings Plan

ENVIRONMENTAL THRESHOLD DETERMINATION

TO: AA/TA, Mr. Curtis Farrar

THRU: TA/PPU, John Gunning

FROM: TA/DA, Nicolaas Luykx N. L. 8 APR 77

SUBJECT: Environmental Threshold Determination

Project Title: Organizational and Managerial Analysis
Project #: 931-1172
Specific Activity (if applicable) Support Grant to PASITAM
REFERENCE: Initial Environmental/Examination (IEE) contained in Briggs to Luykx memorandum dated April 8, 1977

On the basis of the Initial Environmental/Examination (IEE) referenced above and attached to this memorandum I recommend that you make the following determination:

__X__ 1. The proposed agency action is not a major Federal action which will have a significant effect on the human environment.

_____ 2. The proposed agency action is a major Federal action which will have a significant effect on the human environment, and:

_____ a. An Environmental Assessment is required; or

_____ b. An Environmental Impact Statement is required.

The cost of and schedule for this requirement is fully described in the referenced document.

_____ 3. Our environmental examination is not complete. We will submit the analysis no later than _____ with our recommendation for an environmental threshold decision.

Approved: _____

Disapproved: _____

Date: _____

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT DOCUMENT ACTION FORM

1. TRANSACTION CODE: A (A = Add, C = Change, D = Delete)

PDAF

2. DOCUMENT CODE: 4

3. COUNTRY/ENTITY: Interregional-GTS-KPA No. 30

4. DOCUMENT REVISION NUMBER:

5. PROJECT NUMBER (7 digits): 931-1172

6. BUREAU/OFFICE: A. Symbol: TA/DA; B. Code: 08

7. PROJECT TITLE (maximum 40 characters): Organizational and Managerial Analysis

8. RELATED DOCUMENT CODE: 1 (1 = PID, 2 = PRP)

9. PROJECT DOCUMENT ACTION (ENTER COMMENT FOR * ITEMS IN BLOCK 13)

ACTION TAKEN: A = Approved; D = Disapproved*; S = Suspended*; CA = Conditionally Approved*; DD = Decision Deferred*

10. APPROVED BUDGET AID APPROPRIATED FUNDS ($000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE: GRANT	D. LOAN	E. FIRST FY ____: F. GRANT	G. LOAN	LIFE OF PROJECT: H. GRANT	I. LOAN
(1) EH	790	720		175		525	
(2)							
(3)							
(4)							
TOTALS				175		525	

11. PROPOSED PLANNING RESOURCES: 1 = Approved; 2 = Disapproved; 3 = Approved as Modified

12. PROPOSED NEXT DOCUMENT: A. 3 (2 = PRP, 3 = PP); B. PROPOSED NEXT DOCUMENT DATE: MM 06, YY 77

13. COMMENTS (MAXIMUM 240 CHARACTERS)

14. ACTION REFERENCE: A. AIRGRAMS AIDTOA; TELEGRAMS STATE; MEMORANDA; B. ACTION REFERENCE DATE: MM DD YY

15. CLEARANCES

	TYPED NAME	TITLE	DATE	INITIALS
A.	N. Luykx, TA/DA	Director, TA/DA	8 APR 77	U.G.
B.	*J. Royer, TA/PPU			
C.	*C. Ladenheim, TA/PPU/EUI			
D.	*J. Gunning, TA/PPU			
E.				
F.				

16. RESPONSIBLE BUREAU SIGNATURE: AA/TA, Curtis Farrar

17. ACTION DATE: MM DD YY

AID 1330-5 (5-76)

PROJECT IDENTIFICATION DOCUMENT

The Problem

As pointed out in the Hall Report[1/] and the Sheppard Report[2/] for A.I.D. to achieve its mandate of increasing involvement of the poor majority in development, innovative management and systems improvement are required. The need to gather, appraise, and widely share knowledge and techniques in development administration is emphasized. In many instances, current knowledge and recent developments in techniques of administration are unknown and unavailable to those who need them most, i.e. persons in the field who are designing and implementing development programs. The Sheppard Report points out a clear need "to spread ideas, experience, knowledge and techniques broadly, at several skill levels, inside the Agency, among contractors and other intermediaries and to the developing country people we are working with."

Project Purpose

This project will respond to the problem identified by continuing support for a resource which produces and disseminates useful and new knowledge about organizational and management aspects of development projects, to meet the needs of A.I.D. Missions, contractors, and host country collaborators.

Description of Project

This project will not fund any new research. The grantee will monitor, evaluate and report on research, as well as current field experience in the development administration field. This will be done by maintaining contacts with persons active in the field and by reviewing current literature in the field. Knowledge from these sources will be analyzed, synthesized and adapted to meet the identified needs of A.I.D., contractors and host country institutions. This information will then be disseminated through several mechanisms as described below.

1. Project Output

The project will produce four interrelated types of output:

A. Nine short, practical reports will be produced each year for a period of three years. Each will present a "lesson," or practical finding, about some technique, method, or other practical item of knowledge, along with a discussion and explanation sufficient to enable the recipient to understand, assess, and if it is judged appropriate, apply the material.

1/ Hall, William O. et al, "Report of the Work Group for the Review of Programs in Management Improvement and Development Administration of the Agency for International Development." August, 1975.

2/ Sheppard, William J., "Report of a Consultancy to Help Implement the Recommendations of the AID Work Group in Management Improvement and Development Administration (The Hall Report)." August, 1976.

These reports, (entitled Design Notes) generally do not exceed 2,000 words. They will be distributed within A.I.D., among its contractors, and to other interested recipients, primarily upon the basis of requests for the material. At least a thousand copies of each report will be distributed, in English and in other languages if there is an effective demand.

B. The project will also produce workbook/textbook type publications, varying in length and content, but of book length in each case. Two a year will be produced for a period of three years.

The subject matter of these volumes will be determined in consultation with A.I.D. The format will be determined for each case (i.e., a workbook, a textbook, or some other related form of publication).

Availability of these services will be publicized through the Design Notes and by periodic advisory notices to those on the PASITAM mailing list currently exceeding 1,000 addresses.

C. Advisory and reference-type assistance concerning practical problems of problem analysis, program and project design, and organization and management in developmental contexts will be provided upon request.

D. The continuing study of experience, as noted in studies, reports, articles, conference proceedings, etc., is also a means to the identification of useful talent. Therefore this documentation-based effort will include systematic efforts to establish and maintain information on talented, experienced individuals within the U.S. universities and colleges, who can contribute to particular Agency consultancy (and related) needs.

2. Kinds and Amounts of Technical Physical Resources Needed

A multidisciplinary body of professionals is required to help analyze, synthesize and disseminate materials described in the problem section of this PID. Preferably these professionals would be located in an institution or consortium of institutions which collectively have the expertise required.

The institution selected should have a demonstrated capacity in development problem analysis and in the application of organizational and managerial knowledge to technical assistance concerns.

Required, also, is the physical capacity of the institution to develop, produce and disseminate, the projects of this project. Finally, there is required of the institution a level of technical capability that can add to the "state of the art" of development management and administration and garner the necessary talent for this purpose.

The institution selected would be expected to provide the physical facilities to house project activities.

The project is expected to extend over a three-year period beginning in June 1977. PASITAM is the institution recommended to implement this project.

3. Other Activity Related to Those Planned Under This Project

This project is related to certain other activities supported by TA/DA and covered in detail in the Utilization Plan discussed above. In part, its products will feed into these efforts. The general relationship is one of adding depth to the Agency's response to well-established needs by mobilizing a category of resources not otherwise available.

This project is also related to a 211(d) grant under which A.I.D. has sought to build a significant increase in problem-analysis capacity, and in the application of organizational and managerial knowledge to technical assistance concerns. This project will utilize capabilities which have been developed and demonstrated, and in this fashion use the results of a prior A.I.D. investment.

The aim of the 211(d) grant was to establish a Program of Advanced Studies in Institution-Building and Technical Assistance Methodology, within the Midwest Universities Consortium for International Activities.

During the past two years, the Program (known as PASITAM) has established a demonstrated and distinctive competence and identity in its field of action. It currently prepares and issues practically-oriented studies, many of them in the form of brief "Design Notes" dealing with particular techniques, concepts, or operational problems. These Notes are prepared on the basis of an information monitoring process, in which the Program's Documentation and Analysis Center plays a key role, systematically examining flows of material from development agencies as well as published sources.

4. Alternatives to the Project

Any realistic alternative to this project will necessarily address the question: How can we establish a needed multidisciplinary means for analyzing, synthesizing, and disseminating materials tailored to the needs described in the Problem section of this PID? Ideally--but not realistically--an in-house approach might be considered.

Alternatively, the in-house management of an activity under which particular products are commissioned from identified outside sources, and distributed and applied within the Agency, might be considered. This approach, however, has a number of important disadvantages, beginning with direct-hire resource taken from within A.I.D. An ad hoc, or semi-ad hoc, approach would not offer the benefits of a comprehensive monitoring, the cumulative growth of knowledge, and the outreach capabilities which only an organization can provide.

Another alternative, not recommended, would be to encourage the establishment of an as now non-existent facility for addressing the problem. To do so would be to fly in the face of the intent of the original 211(d) grant concept, in circumstances where the 211(d) has led to the creation of a desired capability.

5. Major Beneficiaries

The immediate beneficiaries of this project will be: (a) A.I.D. personnel engaged in problem analysis and project design, or in the direction and monitoring of such activity; (b) contracting organizations and other development agencies which undertake development problem analyses, or design and implement programs and projects in response to identified problems; and (c) host country individuals and institutions--individuals occupying, or being prepared for, practical roles in development work, and institutions which assist with that preparation.

As the project results in the improved analysis of problems and design of solutions, and in a corollary reduction in errors and failures, the ultimate beneficiaries will be the target-groups of concern to A.I.D. and other development agencies. If this relation is indirect, it is also real--as real as the effectiveness of the interventions designed to benefit target groups in A.I.D.-assisted countries.

6. Spread Effects

An important spread effect of this project will be the spread in use of its products. Experience from the past indicates a strong potential. For example, almost 50 private voluntary agencies engaged in development (as well as in humanitarian) activities overseas are currently distributing and using products of this Program. The World Bank is using PASITAM materials in its Economic Development Institute. The continuing growth of demand for such materials is noted in the appendix.

7. Financial Requirements and Plan

A. The estimate of cost of the project is $525,000 over three years at an annual average expenditure of $175,000. It is assumed that this project will be grant-funded.

Expenditures	Time	Short Studies	Volumes	Documentation	Admin	Total
Proj Director time sal. & fringes	1/3	4.0	1.0	1.0	13.0	19.0
Publications manager	Full	5.0	8.0	---	3.0	16.0
Documentation director	Full	3.0	---	12.0	1.0	16.0
Pubs. & Doc'n staff personnel	Hrly	8.0		12.0	---	20.0
Prof. consult. & writers	Hrly	29.0		1.0		30.0
Mfg. & distrib. costs		9.0	20.0	---	---	29.0
Admin. support		12.0		18.0	6.0	36.0
Admin. Clerk,	1/2				9.0	9.0
						$175.0

B. The grant recipient, its host institution, and the consortium will contribute services and facilities conservatively valued at about $75,000 per year.

8. Development of Project

Basic steps in the development of this project will be:

(a) Development of a concrete working agenda, in keeping with the TA/DA "Utilization Plan for F&D Outputs in Development Administration," to lay out the topics and concerns which would serve as the basis for the preparation of a life-of-project workplan and an initial year's workplan.

(b) It is assumed that the project paper can be prepared without any extraordinary assistance.

9. Programmatic Issues

There are two issues:

(a) Will this project add a significant dimension to the ability of TA/DA, TAB, and A.I.D. to help improve the definition and analysis of development problems, and to help improve the design and implementation of problem-seeking responses?

(b) Will this project make a significant contribution to the ability within the Technical Assistance Bureau to support and assist field activities of the Agency?

With respect to the first issue, we believe that the evidence is clear and favorable. Evidence of need has been established in such activities as the Hall Task Force report on needs for improving the management dimensions of A.I.D. projects. Evidence of response capability has been established in the course of 211(d) activities.

With respect to the second issue, this proposal has been designed to produce several kinds of products of direct use to A.I.D. missions: practical information in readily-accessible form, for the missions, their contractors, and host-country collaborators; and access to reference and consultancy services which, experience indicates, will be a valuable form of support.

10. Institutional Base for this Project

PASITAM, the institution recommended to implement the project, was developed through an A.I.D. 211(d) grant. An institutional capacity already exists to carry out this project. Funds of the project will be earmarked principally for product and services and not for building institutional capacity.

PASITAM is uniquely qualified to implement this project because it has been engaged over the past several years in activity similar to the outputs proposed for this project. It already has a clientel for its services as

well as institutional links with universities, international development agencies and overseas institutions. The magnitude of these links are evident from these data:

(a) PASITAM's mailing list exceeds 1,000 addresses. Over the past year 122 organizations have asked to be added to the mailing list; half of these requests have come from 35 countries.

(b) This past year 75 organizations asked to be placed on the mailing list for the Designs Notes, nine of which have been published to date.

(c) Several publications of PASITAM are presently being used in university courses both in the U.S. and overseas.

(d) In response to A.I.D. Circular No. 6 of January 8, 1977, some 30 requests for PASITAM materials were received by TA/DA and PASITAM.

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT IDENTIFICATION DOCUMENT FACESHEET

TO BE COMPLETED BY ORIGINATING OFFICE

1. (INDICATION CODE (X) APPROPRIATE BOX)

[X] ORIGINAL [ ] CHANGE [ ] ADD [ ] DELETE

PID

DOCUMENT CODE 1

2. COUNTRY/REGIONAL ENTITY/GRANTEE

Technical Assistance Bureau

3. DOCUMENT REVISION NUMBER

4. PROJECT NUMBER

5. BUREAU

A. SYMBOL | B. CODE

6. PROPOSED NEXT DOCUMENT

A. [ ] PRP [X] PP B. DATE MO. YR.

7A. PROJECT TITLE - SHORT (STAY WITHIN BRACKETS)

[Managing Decentralization]

8. ESTIMATED FY OF AUTHORIZATION/OBLIGATION

A. INITIAL FY 78 B. FINAL FY 82

7B. PROJECT TITLE - LONG (STAY WITHIN BRACKETS)

9. ESTIMATED COST (LIFE OF PROJECT) ($000 OR EQUIVALENT, $1 = ____)

PROGRAM FINANCING	AMOUNT
A. AID APPROPRIATED	1,800
B. OTHER U.S.	
C. HOST GOVERNMENT	
D. OTHER DONOR(S)	
TOTAL	1,800

10. ESTIMATED COSTS/AID APPROPRIATED FUNDS ($000)

A. APPROPRIATION (ALPHA CODE)	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE	FIRST YEAR D. GRANT	FIRST YEAR E. LOAN	ALL YEARS F. GRANT	ALL YEARS G. LOAN
			725		1,800	
		TOTAL	725		1,800	

11. OTHER U.S. ($000)

A. PROGRAM TYPE	B. FIRST YEAR	C. ALL YEARS
TOTAL		

12. PROJECT GOAL (STAY WITHIN BRACKETS)

To build LDC capability to manage effective development projects and programs that emphasize sectoral applications and widely shared benefits for the people.

13. PROJECT PURPOSE(S) (STAY WITHIN BRACKETS)

The specific purpose is to accelerate the process of decentralizing the management of appropriate LDC government functions which benefit the poor majority by providing assistance to develop new guidelines, methods, systems and tools. The project will concentrate on management research and development activities and field support services that represent core managerial problems of LDC governmental decentralization programs.

14. PLANNING RESOURCE REQUIREMENTS (STAFF/FUNDS)

Consultant services - 3 MM - PP preparation

15. ORIGINATING OFFICE CLEARANCE

SIGNATURE

TITLE

Jerome T. French, Acting Director, TA/DA

DATE SIGNED MO. DAY YR. 05 12 76

16. DATE RECEIVED IN AID/W OR FOR AID/W DOCUMENTS DATE OF DISTRIBUTION

MO. DAY YR.

AID 133042 (5-75)

PROJECT IDENTIFICATION DOCUMENT

Managing Decentralization

The Problem

LDCs suffer from the lack of adequate political and administrative ability and from social immaturity in the face of the pressing needs in the modern age. Fundamentally, the problem is to persuade individuals and communities to change traditional ways of living and of earning their living, which, in turn, depends upon education, upon collaborative contact between government as the driving force and the people as the raw material as well as the beneficiaries of development.

To achieve social change and general economic growth requires spreading of effort so that individuals in local communities can participate in and influence government efforts in the delivery of services and development activities. While governments need to retain certain key functions and responsibilities at the center, others can be discharged satisfactorily only if the services reach the citizen more directly than presently occurs. In other words, to bring to the rural areas the vital services of health, education and agriculture, government must decentralize.

The problem is most clearly stated in the following excerpts from the "Report of the Work Group for the Review of the Programs in Management Improvement and Development Administration of the Agency for International Development" 8/11/75:

> The new "mandate" of AID and the international assistance agencies requires increased participation in development by the poor majority in the developing countries. Innovative management and systems improvement will be needed to achieve that objective. Those consulted believed essential prerequisites for the succcess of such programs are a commitment to the objective by the developing country and the strengthening of existing local institutions supported by extensive public participation. Efforts to reach the poor involve difficult managerial problems of coordination, decentralized administration and the creation of local organization.
>
> A major challenge to management is to organize resources for rural service delivery and to support the effort at local regional and national levels. This will require substantial relocation of managerial talent. The needs for additional compensation and perquisites to encourage able public officials and their families to accept postings away from the large cities is understood, but those in charge in the capital will require strong will to institute the needed changes.

Many LDCs have realized that in order to improve the delivery of services to the rural areas and accelerate development, they must decentralize government administration. However, they generally lack the capability to manage the process of decentralization. TA/DA has been requested recently to assist in the decentralization efforts underway in Portugal and Egypt. A TA/DA contractor is currently assisting in the design of rural development projects in Ghana and Tanzania which fit within these governments' schemes of decentralization. Missions also are increasingly being asked by host governments for technical assistance in this area as well as for design assistance for specific decentralized sectoral programs. However, the research literature that exists on LDC decentralization is inadequate,

generally too theoretical and does not provide AID with a practical and effective response to requests for assistance. The proposed general technical services project offers a solution to the problem by developing practical guidelines and tools for the effective management by LDC governments of the decentralization process and to provide field support to such efforts.

The specific purpose is to accelerate the process of decentralizing the management of appropriate LDC government functions which benefit the poor majority by providing assistance to develop new guidelines, methods, tools and systems. The project will concentrate on management research and development activities and field support services that represent common core managerial problems of LDC governmental decentralization programs.

The goal of the research and development activity area addressed is to build LDC capability to manage effective development projects and programs that emphasize sectoral applications and widely shared benefits for the people.

Discussion

The apparently simple term "decentralization" is deceiving and often leads to simplistic treatments that generalize too broadly, start from a doctrinaire position with predetermined

answers to concrete problems, or concentrate on a single phase of decentralization to the exclusion of others. The process is complex and difficult to manage and is usally accomplished through two methods, deconcentration and devolution. The former method involves the physical or functional relocation of central governmental decision-making to a lower level without changing central responsibilities or sanctions. The latter alternative involves transferring functions and the resources to carry them out from central agencies to local authorities.

Because of its broad and complex nature, there is a problem in developing a clear focus and an appropriate research methodology to produce practical approaches to the management of decentralization. Some relevant questions concerning decentralization are:

1) What kind and level of local action involvement is necessary for the success of decentralization?

2) In the process of decentralization how is an equal distribution of benefits assured?

3) How are sectoral projects designed to support the aims of decentralization?

4) What alternative mechanisms can be developed to coordinate/integrate services at the local level?

5) What alternative fiscal and budgetary systems best support the aims of decentralization?

6) What are the consequences of various decentralization actions?

7) What types of planning are needed before decentralization can be implemented?

8) What types of central functions can be more effectively administered at the local level?

9) How do central governmental personnel perceive their functions and role vis-a-vis local units of government and how do officials of local governmental units perceive their role and function vis-a-vis central personnel?

10) What alternative forms of local governmental organization best support the aims of decentralization?

11) What manpower and training requirements are necessary to adequately implement decentralization?

12) What alternative incentives can be developed to get central governmental personnel to transfer to the local level?

13) What is the proper phasing of the process of decentralization? Is there a preferable sequence?

14) What are alternative ways that the central government can organize and coordinate its agencies to best effect decentralization?

15) What are the various legal requirements of decentralization?

16) What are alternative central/local governmental administrative and political mixes to best support decentralization?

17) What alternative administrative techniques can be developed to best support decentralization?

18) What information/evaluation systems are needed to support decentralization?

Project Description

In order to develop a definitive scope of work, TA/DA proposes both to solicit Mission response with respect to actual LDC interest, need and suggestions on design direction and to contract for consultant assistance. We will particularly consult with Missions in countries which have had or are initiating major decentralization efforts, and with individual AID officers and other experts who have had extensive association with such efforts. The objective of the PID submission in its present form is to request FY 78 funding. Proposed project elements are phased in broad outline only.

1. Design seminar led by the consultant to develop narrowed research methodology and implementation focus. Participants will include interested AID personnel from Regional Bureaus and Missions and appropriate outside experts.

2. Research elements will include, but not necessarily limited to, the following:

a. A state-of-the-art review within determined narrowed scope.

b. A review of relevant studies recently produced under AID contracts.

c. A comparative analysis of separate studies of the lessons learned in AID's experience with decentralization of management involved in rural development programs in selected countries.

d. A review of decentralization efforts vis-a-vis the overall situation of the countries which will be selected for project implementation. It is assumed that governments which have requested assistance consistent with the purpose of this project will provide base for selection.

3. Formulation of hypotheses for testing based upon an analysis of research findings.

4. Development of generalized procedures both for country specific application and for incorporation into AID project design guidelines.

5. Consultant support to the field on decentralization of management of appropriate government functions.

a. To Missions for on-going projects with related components.

b. To host governments to assist with on-going decentralization efforts.

c. To host governments for new project development.

Outputs

The specific outputs listed below are designed to address LDC needs in developing practical guidelines, methods, systems and tools to effectively manage governmental decentralization programs. These outputs will be refined and expanded as a result of the planned seminar on decentralization.

1. An analysis of comparable decentralization management problems in selected countries and of lessons learned from AID experience with selected rural development projects.

2. Alternative simplified governmental decentralization management models with supporting tools, systems and methods.

3. Developed professional expertise to provide adequate consulting capacity in management aspects of government decentralization in order to support Agency field activities.

Assumptions

The assumptions implicit throughout the project proposal are summarized as follows:

1. Certain government functions can more effectively impact on the poor majority if decentralized.

2. Client envolvement in service management and decision-making is a key to service effectiveness.

3. LDCs recognize the need for governmental decentralization to accelerate the development of the poor majority.

4. The application of modern managerial sciences, adapted to local environments, is an essential component of governmental decentralization management.

5. The great majority of LDCs are critically concerned with acquiring management skills and technical knowledge to impact more effectively on programs of governmental decentralization.

6. Management expertise exists in the U.S. and LDC institutions to carry out the necessary applied research to develop and test management concepts, methodology and techniques specific to delivery and acquisition systems which concentrate on achievement of effectively managed programs of government decentralization.

7. AID experience in rural development projects provides lessons learned which can be compared, analyzed and applied to new LDC government programs of decentralization.

Host Government

The project must be tied into existing country programs

and projects of government decentralization and it is expected that the contractor will be provided office facilities and in-country travel assistance by host governments.

Alternatives

After conducting considerable research for the preparation of this proposed project and consulting with experts in the field of government administration and decentralization, it was concluded that no research methodology was readily identifiable which could analyze the management process of decentralization and provide practical systems, methods and tools for decentralization.

The case study approach was suggested as an appropriate methodological approach; however, it was pointed out that in order to avoid a potentially unproductive fishing exercise a sharp focus on comparable problems of decentralization management would have to be drawn and a parameter fixed.

Other experts suggested that the research focus should be sectoral and project-oriented. Relationships could then be analyzed between projects and their operational environment. Some experts argued that no suitable methodology was readily available and that further study would have to be done on this question in order to develop an appropriate research approach.

TA/DA considers that the proposed project represents a more expedient solution to the problem because it will narrow

the focus of the research to the most important management problems of government decentralization and develop an appropriate research methodology to produce models, systems, methods and tools to assist LDCs accelerate decentralization programs.

Beneficiaries

The poor majority should benefit from a project aimed at accelerating government decentralization, thereby increasing the effectiveness of programs and services which upgrade the quality of life of the poor.

Host country decentralization activities will benefit through improved managerial content, the use of applied management tools and improved organization in program implementation.

The Agency, USAID Missions and host country programs also will benefit from an expanded field service force to be used specifically to assist in accelerating governmental decentralization efforts. Management materials, systems and tools will be developed and incorporated in modern management curricula, training materials and programs. Both U.S. and host country management training institutions will be direct beneficiaries of this project.

Spread Effects

The applied research and development efforts will be directed to identify common core managerial problems associated

with governmental decentralization, especially in the mandated sectors. As a result of this project, managerial systems, tools and methods will be developed and incorporated in government decentralization programs. Knowledge gained through experimentation and application will be incorporated in U.S. and host country management training curricula and training materials. The spread effect will be significant because outputs will impact directly on government decentralization efforts which will accelerate the delivery of services to the poor majority.

Financial Requirements and Plans

A budget of $1,500,000 for a four year period is estimated as project cost. This amount will be refined and financial plans expanded, subsequent to the planned seminar of experts to narrow the research focus and develop an appropriate research methodology. The estimated cost should provide for a contract for the overall integration of proposed activities and work plan design and short term consultant services to the field.

Development of the Project

Project Paper preparation will require consultant services of 3 MM

Environment Effect

The proposed study is not a major federal action which would have significant effect on the human environment.

Date: 13 May 1976

MEMORANDUM FOR: Members of the Research and Development Committee

FROM: TA/PPU, Carl R. Fritz

SUBJECT: Approved Project Identification Document

Attached is a copy of a Project Identification Document (PID) which has been approved by the Assistant Administrator for Technical Assistance for project design and the drafting of a Project Paper (PP):

Project Title: Development Administration Sectoral Management + Support Services - pre-design

Project Number: 931-11-720-256 10254

Initial FY: 77

Responsible Office: TA/DA

If you have any comments, questions or issues which you would like to see addressed in the PP, please send them directly to the responsible office listed above with a copy to TA/PPU. They should be received by that office within [redacted]/one month, so that the comments can be addressed by the drafter.

The draft PP will be submitted to the Research and Development Committee for review and comment. However, we encourage your comments as early in the design process as feasible so that the project can be responsive to Agency concerns.

Attachment: a/s

cc: TA Technical Office

DATE: April 28, 1976

TO: AA/TA, Mr. Curtis Farrar

FROM: TA/PPU, John Gunning

PROBLEM: Your Approval is Requested of the Project Identification Document (P.I.D.) for Development Administration
Proposed Project Begins: 77 Proposing Office: TA/DA

A. TA/PPU Review.

1. Does PID Adequately Describe and Justify Project? Yes . Mgt field support emphasis is strong; R&D implementation plan requires development. To assist in R&DC review, recommend clarification of independence of proposed activity from sister project, Project Mgt, and activities of other projects managed by TA/DA, or of how activities complement each other. Justification based on need to integrate developments in management methodology in the field as expressed by the Hall work Group and at Easton. We note that the proposed design of this project is such that it will require a good deal of continuous management attention from direct-hire staff of TA/DA.

2. Funding Adequate? If T.Q. or FY 77, How Compares to FY 77 C.P.

In line with FY 77 CP. Adequacy of R&D element difficult to determine without refined implementation plan. Long term phasing seems sensible if outputs of on going projects will be used to adapt for wider dissemination

3. Are Plans for PP Development, Approval and Project Initiation Realistic?

Yes.

B. This PID has been in TA/PPU; staff work is incomplete because of:
_____ TA/PPU work pressure; _____ Tech. Office work pressure.
Recommend you return the PID for further work prior to your final decision.

C. TA/PPU recommends the following action:

x Approval.
_____ Approval subject to _____
_____ Return for further work prior to AA/TA decision.
_____ Disapproval.

D. AA/TA Action.

X Approved.
X Approved subject to increased staff on service in developing PP
_____ Disapproved.

Signature

5/3/76
Date

ENVIRONMENTAL THRESHOLD DETERMINATION

TO: AA/TA, Mr. Curtis Farrar

THRU: TA/PPU 5/2/76

FROM: TA/DA, J. French

SUBJECT: Environmental Threshold Determination

Project Title: Sectoral Management/Support Services
Project # :
Specific Activity (if applicable)
REFERENCE: Environmental Analysis contained in PID, p. 8 dated 4/23/76

On the basis of the environmental analysis referenced above and attached to this memorandum I recommend that you make the following determination:

x 1. The proposed agency action is not a major Federal action which will have a significant effect on the human environment.

____ 2. The proposed agency action is a major Federal action which will have a significant effect on the human environment, and:

____ a. An Environmental Assessment is required; or

____ b. An Environmental Impact Statement is required.

The costs of and schedule for this requirement is fully described in the referenced document.

Approved

Disapproved

Date 5/3/76

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT IDENTIFICATION DOCUMENT FACESHEET

TO BE COMPLETED BY ORIGINATING OFFICE

1. CLASSIFICATION CODE (ALL APPROPRIATE BOX)
[X] ORIGINAL [ ] CHANGE
[ ] ADD [ ] DELETE

2. COUNTRY/REGIONAL ENTITY/GRANTEE
Interregional - Research - KPA 30

3. DOCUMENT REVISION NUMBER

4. PROJECT NUMBER 1025A
931-11-720-256

5. BUREAU
A. SYMBOL TAB
B. CODE 6

6. PROPOSED NEXT DOCUMENT
A. [ ] PRP [X] PP B. DATE MO. 09 YR. 76

7A. PROJECT TITLE - SHORT (STAY WITHIN BRACKETS)
Sectoral Management/Support Services

8. ESTIMATED FY OF AUTHORIZATION/OBLIGATION
A. INITIAL FY 77 B. FINAL FY 8[illegible]

7B. PROJECT TITLE - LONG (STAY WITHIN BRACKETS)

9. ESTIMATED COST (LIFE OF PROJECT)
($000 OR EQUIVALENT, $1 = 1,625)

PROGRAM FINANCING	AMOUNT
A. AID APPROPRIATED	1,625
B. OTHER U.S.	
C. HOST GOVERNMENT	
D. OTHER DONOR(S)	
TOTAL	1,625

10. ESTIMATED COSTS/AID APPROPRIATED FUNDS ($000)

A. APPROPRIATION (ALPHA CODE)	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE	FIRST YEAR D. GRANT	FIRST YEAR E. LOAN	ALL YEARS F. GRANT	ALL YEARS G. LOAN
FN			$495		$1,130	
		TOTAL	$495		$1,130	

11. OTHER U.S. ($000)

A. PROGRAM TYPE	B. FIRST YEAR	C. ALL YEARS
TOTAL		

12. PROJECT GOAL (STAY WITHIN BRACKETS)

The goal of the key problem area addressed is to build LDC capability to manage effective development projects and programs that emphasize sectoral results and widely-shared benefits for the people.

13. PROJECT PURPOSE(S) (STAY WITHIN BRACKETS)

To assist developing country program and sectoral managers to acquire and apply management knowledge, methods, systems, and tools to effectively plan, implement and evaluate output-oriented development programs which benefit the poor majority. The project will concentrate on field support services and management research and development activities that represent common core managerial problems of LDCs.

14. PLANNING RESOURCE REQUIREMENTS (STAFF/FUNDS)

Project consultants - Development Administration - 3MM $7,500

15. ORIGINATING OFFICE CLEARANCE

SIGNATURE

TITLE
Jerome T. French, Actg. Dir., TA/DA

DATE SIGNED MO. DAY YR.

16. DATE RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION
MO. DAY YR.

AID 1330-2 (5-75)

New FY 1977 Project Development Program Management (1977-81)

Problem:

Numbers of developing countries possess basic developmental knowledge and modern technologies, as well as technically trained manpower. The problem facing them is largely managerial- - learning to integrate these acquired skills and technical knowledge and finding combinations of communication skills, managerial style and methodology, incentives and institutions and focusing solutions more rapidly and effectively on action programs which will accelerate economic growth, expand social well being and improve the public services to impact more effectively and equitably upon the poor majority. Knowledge and experience gained in these countries will have a direct effect upon lesser developed countries in making it possible for them to improve decision making in priority developmental sectors, and in integrating technical, economic, managerial, and social concerns as they proceed with developmental programs. Consistent with the recommendations of the work group for the review of the Programs in Management Improvement and Development Administration and the recent TAB review at Easton this project will strengthen field service for sectoral and area specific applications, focus management assistance to Mission planning requirements and maximize collaborative approaches.

Project Purpose

The purpose of the project is to assist developing country program managers to acquire and apply management knowledge, methods, systems, and tools to effectively plan, implement and

evaluate output-oriented development programs which benefit the developmental process and impact upon the rural poor. A major project purpose will also be to build a sector management diagnostic capability in order to provide relevant field servicing to AID Bureaus and Missions. To assist in closing the gap between technical analysis and program decision making the project will include:

-- Ways to appraise and improve management capability in sectoral programs.

-- Simple systems perspective in the delivery and use of services.

-- An assessment of managerial manpower, knowledge, tools and techniques necessary for successful implementation of priority development programs.

-- improving organizational structure and program content, modern management systems, horizontal linkages and inter-governmental relations of key sector ministries.

-- how to identify, develop and maintain effective links with local intermediaries such as coops, farmers organizations, water users associations, voluntary agencies and other local associations and improve their managerial capability.

-- lessons of experience in the use of new management technology in development programs.

-- Improved ways to plan, control, and evaluate sectoral programs.

-- The use of modern management technology and delivery and acquisition systems best suited for specialized impact campaigns in agriculture, health, nutrition and education.

Project Outputs

The general outputs of the project will be management analyses guidance and training materials for the use of Developing Country consultants, trainers, and program managers and USAIDS or other technical assistance donor organizations. Outputs may also include a series of simplified models based upon an analysis of the strength and weaknesses of management techniques and systems used in sectoral programs, including large public programs, special campaigns, or local action programs; cases of comparative developing country experiences in managing sector activities, a source book on program management, short monographs on important aspects of program management such as management appraisal or evaluation techniques.

Identification and development of professional expertise (both institutional and individual) to provide adequate professional consultancy capacity in management aspects of sector analysis and sector plan implementation strategies as well as a core of management sector diagnosticians to support agency field activities.

Assumptions:

1. The application of modern managerial sciences, adapted to local environments, is an essential component of national, rural and sector development.

2. Organization elements of both the developing countries and AID concerned with mandated sector development will collaborate in management improvement efforts in all of its phases of diagnosis, planning, management systems and technique development, testing, implementation and evaluation processes.

3. The great majority of developing countries are critically concerned with acquiring management skills and technical knowledge to impact more effectively on action programs.

4. There exists in U.S. and LDC institutions or individuals management expertise to carry out the necessary applied research to develop and test management concepts, methodology and techniques, specific delivery and acquisition systems which concentrate on achievement of mandated sector goals.

5. AID is supported and committed to the development and application of modern management concepts, methods and techniques to sector action programs.

6. There will be a substantial increase in the acceptance and demand for the application of modern management methodology by developing countries in pursuit of their priority sector goals.

Beneficiaries

The direct beneficiaries of this project will be the Agency, especially USAID Missions and host country programs through improved project design, managerial content, the use of applied analytical and diagnostic management systems and tools and improved organization and management methodology in program implementation. The Agency will further benefit from the development of an improved and expanded core of professional managerial manpower resources to carry out direct research on managerial problems and improved strategies, diagnositic systems and tools to resolve identified problems. The Agency, USAID Missions and Host Country programs will also benefit from an expanded field service force to be used specifically to assist missions in improving the managerial content of field programs. Management materials, systems and tools will be developed, tested in field programs, refined and incorporated in modern management curricula, training materials and programs. Both U.S. and host country management training institutions will be direct beneficiaries of this project. Outputs from this project will also have direct beneficial impact upon the other donor agencies to the extent they may incorporate many of the concepts, management systems, tools, and diagnostic instruments into their own planning and implementation processes.

Spread Effects

The applied research and development efforts will be directed to identify common core managerial problems associated

with development, especially in the mandated sectors. As a result of the project, managerial systems, tools and techniques, diagnostic instruments and management sector models will be developed, tested and incorporated in project design, implementation and evaluation procedures. Knowledge gained through experimentation and application will be incorporated in U.S and Host country management training curricula and training materials. The spread effect will be significant because outputs will impact directly on many USAID projects and will strengthen the management perception and capability of U.S. techniciars and program staff Materials will also be used to train Host Country management personnel both in the United States and in their respective countries. Other International Donors will find the project outputs useful and worthy of incorporation in their own project designs and implementation plans.

Financial Requirements

The financial requirements for FY 1977 and FY 1978 are to carry out the first phase of the project and are estimated at $495,000 FY 1977 and $305,000 FY 1978. Once common core managerial problems have been identified, programs designed to resolve core problems and R&D institutions or individuals identified and institutional capacity developed to fulfill project outputs objectives, the project will require a funding level of about $275,000 each subsequent fiscal year, 1979-80-81.

Development of the Project

This project is designed to cover a five year period, FY 1977-1981. The first two years will be designed and programmed to identify common core research and development problems and institutions capable of completing applied management research which will be required to carrying out subsequent overall objectives.

The major elements of this project are an outgrowth of the recommendations of the Agency Work Group Report by the review of programs in Management Improvement and Development Administration.

The activities covered under this project will be incorporated in a new key problem area entitled Development Administration. Key problem area programs conceived and initiated prior to this activity, KPA No. 6, Agricultural Management, KPA No. 12, Appraising Health Management Systems and KPA 24, Project Management, Sector Management Analysis, and Institution Building and Technical Assistance Methodology will contribute significantly to reinforce the project purpose and outputs of this new KPA.

Significant management data and sector management experience has been accumulated through the above work and other AID activities, but to date has not been sufficiently codified, distilled and put into a useful applications format. This will

require research and development work to provide useful management insights and operational analytical tools.

A project Paper will be prepared by September 1976.

BUDGET ESTIMATE

The overall project will consist of two discrete elements. The first will be for field consultant services and the second for research and development. It is anticipated that the project will operate through separate contractual arrangements for each element but definitive detail and information is envisioned for elaboration in the preparation of the Project Paper Mission inputs will be obtained in the process of preparing the Project Paper. Estimated budgetary requirements are as follows:

	Field Services	Research and Development
FY 1977	$ 200,000	$ 295,000
FY 1978	125,000	180,000
FY 1979	125,000	150,000
FY 1980	125,000	150,000
FY 1981	125,000	150,000
	$ 700,000	$ 925,000

Environment Effect

The proposed study is not a major Federal action which would have a significant effect on the human environment.

PART II - CLUSTER 9001

ONGOING PROJECT FISCAL DATA SHEET F- 1

A. Project Identification

1. Cluster # 9001 Title Agricultural Management
2. RDA # 6 Title: Agricultural Management and Support
3. Project # 0936 4. Code 180I
5. Project Title Agricultural Management
6. Contractor: Harvard-GAI-MSU
7. Contract No. csd 3630, 3153, 3132
8. Project Manager A. Vestrich
9. Appropriation 1 10 Category B

B. Project Approval Status ($000)

Item	Initial	Final Approved	Final Requested
1. Obligation:	FY 71	FY 76	FY
2. Service:	FY 71	FY 77	FY
3. LOF Costs:		$ 1762	$

C. Countries

Thailand
Philippines
Indonesia
Nicaragua
Guatemala
Others

D. Project Documentation Status Date

1. Date Current Approval 2/24/76
2. New/Revised PP due TA/PPU
3. Date Last Eval.
4. Date of Current PAR
5. Next Evaluation
   In-depth Evaluation
   Terminal Evaluation
   Special Evaluation
6. Period

E. Project Description

1 Planned Outputs

1. Multi-country analyses selected agribusiness management problems and feasibility of solutions for selected projects.

2. Multi-country surveys management and training requirements, operational solutions and institutional/enterprise linkages.

3. Concepts/approaches for better collaborating institution/private enterprise management capabilities.

4. Agricultural and agribusiness management curricula and training, evaluation workshops, bibliographies.

5. Agricultural management and training resource manual.

2. Progress in Achieving Outputs/Est. Completion Date

The project has progressed through the research phase with the basic knowledge development to complete the Agricultural Plan and Plan Implementation contract and the Commodity Systems contract by June 1977. Output items 1-4 will be finished by project termination but will require additional testing, adaptation and implementation in LDCs. This testing adaptation will be done through follow-on projects being developed.

3. Purpose of Project/Anticipated Achievement Date

The GAI and Harvard phases of the project progressed more slowly than originally scheduled. Managing Planned Agriculture is now moving into field adaptation (9/79) and Harvard is completing Commodity Systems work.

4. Project Change Requiring Revised PP and/or PAF

5. Technical Office Support: (In work days)

F.Y.	DH	IPA	CONSULT	RSSA	TOTAL
1977	20	-	-	-	
1978	-				
1979	-				

F. Other Donors

NAME	$000/Yr.

G. Budget Summary in ($000) and Work Months - WM

	(1) Personnel Dollars	(2) Personnel WM	(3) Participants Dollars	(4) Participants WM	(5) Commodities	(6) Other Costs	(7) Total	(8) Expenditures	(9) End FY Pipeline	(10) Services Funded Thru Month Year	(11) Description of Funding
1. Cum. Thru 9/30/76	1762						1762	1622	140		
2. Est. FY 1977								140		9/77	Completion of Project.
3. Est. FY 1978											
4. Proposed FY 1979											
5. Proposed FY 1980											
6. Proposed FY 1981											
7. All other											
8. TOTAL	1762						1762	1762*			* GAI and MSU Components completed.

A. Project Identification

1. Cluster # 9001 Title Agricultural Mgmt
2. RDA # 6 Title Agricultural Mgmt & Support
3. Project # 0936 4. Code 180I
5. Project Title Agricultural Management
6. Contractor: Harvard Business School
7. Contract No. AID/csd 3153
8. Project Manager A. Vestrich
9. Appropriation 1 10 Category B

SUB-PROJECT FISCAL DATA SHEET F-3

B. Project Approval Status ($000)

Item	Initial	Final Approved	Final Requested
1. Obligation:	FY 71	FY 76	FY
2. Service:	FY 71	FY 77	FY
3. LOP Costs:		$ 942	

C. Countries

Interregional
Thailand
Indonesia
Philippines
SEARCA
INCAE

D. Project Documentation Status Data

1. Date Current Approval 2/24/76
2. New/Revised PP due TA/PPU
3. Date Last Eval.
4. Date of Current PAR 10/73
5. Next Evaluation 8/77
   In-depth Evaluation
   Terminal Evaluation 8/77
   Special Evaluation
6. Period

E. Project Description

1. Planned Outputs

1. Multi-country analyses selected agribusiness management problems and feasibility of solutions for selected projects.
2. Multi-country surveys management and training requirements, operational solutions and institutional/enterprise linkages.
3. Concepts/approaches for better collaborating institution private enterprise management capabilities.
4. Agribusiness management, curricula and training, evaluation workshops, bibliographies.

2. Progress in Achieving Outputs/Est. Completion Date

1. Central American fruits and vegetables commodity system study completed and four workshops held.
2. Corn commodity system study done in 3 Southeast Asian countries, one regional, 3 country workshops held.
3. Network of collaborating regional and country institutions established and their capability increased.
4. Commodity systems analysis methodology adapted to second region; case studies, industry notes and other training materials developed with collaborating institutions. Published study and supplementary materials to be completed by SEP 77.

3. Purpose of Project/Anticipated Achievement Date

Some slowing of activities occurred due to shift in project emphasis. A third commodity study was set aside in favor of additional commodity work and more investigation of the role of agribusiness coordinating mechanisms. The project was extended nine months and the funding authorization increased.

4. Project Change Requiring Revised PP and/or PAF

None

5. Technical Office Support: (In work days)

F.Y.	DH	IPA	CONSULT	RSSA	TOTAL
1977	20	-	-	-	20
1978	-				-
1979	-				-

F. Other Donors

NAME	$000/Yr.

G. Budget Summary in ($000) and Work Months - WM

	(1) Personnel Dollars	(2) Personnel WM	(3) Participants Dollars	(4) Participants WM	(5) Commodities	(6) Other Costs	(7) Total	(8) Expenditures	(9) End FY Pipeline	(10) Services Funded Thru Month Year	(11) Description of Funding
1. Cum. Thru 9/30/76	942						942	843	99		
2. Est. FY 1977								99		9/77	R&D, Completion Commodity Systems Study, Utilization
3. Est. FY 1978											
4. Proposed FY 1979											
5. Proposed FY 1980											
6. Proposed FY 1981											
7. All other											
8. TOTAL	942						942	942			

ONGOING PROJECT FISCAL DATA SHEET F-1

A. Project Identification

1. Cluster # 9001 Title Agricultural Management
2. RDA # 6 Title: Agricultural Management
3. Project # 0209 4. Code 184 I
5. Project Title Managing Planned Agricultural and Rural Development Phase II
6. Contractor: Governmental Affairs Institute
7. Contract No. AID/ta-C-1350
8. Project Manager E. Thomas Chapman
9. Appropriation 5 10 Category B

B. Project Approval Status ($000)

Item	Initial	Final Approved	Final Requested
1. Obligation:	FY 76	FY 80	FY
2. Service:	FY 76	FY 81	FY
3. LOP Costs:		FY	$ 1901

C. Countries

Egypt
Nepal

D. Project Documentation Status Data

1. Date Current Approval 2/76
2. New/Revised PP due TA/PPU
3. Date Last Eval.
4. Date of Current PAR
5. Next Evaluation 7/1/78
   In-depth Evaluation
   Terminal Evaluation
   Special Evaluation
6. Period

E. Project Description

1 Planned Outputs

1. Basic tested agricultural management training and guidance materials package.
2. Country-specific information [illegible]
3. Agricultural management training courses.
4. Trained agricultural managers.
5. Agricultural management training information exchange network.
6. Two self-sustaining agricultural management training systems.

2. Progress in Achieving Outputs/Est. Completion Date

1. Contractor and countries selected. New contractor staff in process of being trained prior to placement of team in Egypt and Nepal 9/77.

3. Purpose of Project/Anticipated Achievement Date

Institutionalize in 2 selected countries a self-sustaining capability to train agricultural/rural development managers. 2/79

4. Project Change Requiring Revised PP and/or PAF

5. Technical Office Support: (In work days)

F.Y.	DH	IPA	CONSULT	RSSA	TOTAL
1977	90	-	-	-	90
1978	50	-	80	-	130
1979	50	-	80	-	130

F. Other Donors

NAME	$000/Yr.

G. Budget Summary in ($000) and Work Months - WM

	(1) Personnel Dollars	(2) Personnel WM	(3) Participants Dollars	(4) Participants WM	(5) Commodities	(6) Other Costs	(7) Total	(8) Expenditures	(9) End FY Pipeline	(10) Services Funded Thru Month	(10) Services Funded Thru Year	(11) Description of Funding
1. Cum. Thru 9/30/76	962						962	500	462			Training of new contractor staff and
2. Est. FY 1977		206					-	400	62	10/78		preparation of agricultural management
3. Est. FY 1978	801						801	652	212			training package.
4. Proposed FY 1979		120					-	200	12	10/79		Conduct and revision of training courses
5. Proposed FY 1980	138						138	150	0	10/80		dissemination.
6. Proposed FY 1981												
7. All other												
8. TOTAL	1901						1901	1901				

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A. Project Identification

1. Cluster # 9001 Title Agricultural Management
2. RDA # 6 Title: Agricultural Management
3. Project # 1131 4. Code 180
5. Project Title Agricultural Management Training and Field Support
6. Contractor: (1) U.S. Contractor (2) USDA RSSA
7. Contract No. AG/TAB-096-6-76
8. Project Manager K.L. Kornher (Interim)
9. Appropriation 1 10 Category B

ONGOING PROJECT FISCAL DATA SHEET F-1

B. Project Approval Status ($000)

Item	Initial	Final Approved	Final Requested
1. Obligation:	FY 77	FY	FY 77
2. Service:	FY 78	FY	FY 78
3. LOP Costs:		$ 1575	

C. Countries

D. Project Documentation Status Data

1. Date Current Approval
2. New/Revised PP due TA/PPU 6/77
3. Date Last Eval.
4. Date of Current PAR
5. Next Evaluation
   In-depth Evaluation
   Terminal Evaluation
   Special Evaluation
6. Period

E. Project Description

1. Planned Outputs

a. Case studies of four or more USAID agricultural management projects.

b. Collection of LDC lessons of experience in agricultural management and prospectus of training and support needs and approaches.

c. Field services for project design, activation, backstopping, and evaluation to ten USAID-funded LDC projects with agricultural management components. Training and consulting services.

2. Progress in Achieving Outputs/Est. Completion Date

Begins late FY-77

Estimated completion end of FY-82.

3. Purpose of Project/Anticipated Achievement Date

a. Ten USAID's improve quality and timeliness of their management and training assistance to LDC agricultural programs and service institutions.

b. Ten USAIDs, ten host countries, and five other agricultural management service organizations adapt and use case studies and lessons of agricultural management experience.

4. Project Change Requiring Revised PP and/or PAF

N/A

5. Technical Office Support: (In work days)

F.Y.	DH	IPA	CONSULT	RSSA	TOTAL
1977	42	-	-	-	42
1978	30	30	-	-	60
1979	30	30	-	-	60

F. Other Donors

NAME $000/Yr.

G. Budget Summary in ($000) and Work Months - WM

	(1) Personnel Dollars	(2) Personnel WM	(3) Participants Dollars	(4) Participants WM	(5) Commodities	(6) Other Costs	(7) Total	(8) Expenditures	(9) End FY Pipeline	(10) Services Funded Thru Month Year	(11) Description of Funding
1. Cum. Thru 9/30/76											
2. Est. FY 1977	370						370	50	320	9/79	U.S. Univ. Contract
3. Est. FY 1978	65.						65	300	85	10/78	USDA RSSA
4. Proposed FY 1979	369						369	400	54	9/80	Contr. (RSSA thru 9/79)
5. Proposed FY 1980	387						387	400	41	9/81	Contr. (RSSA thru 9/80)
6. Proposed FY 1981	384						384	425	-	9/82	Contr. (RSSA thru 9/81)
7. All other										9/82	USDA RSSA
8. TOTAL	1575						1575	1575			

PROJECT FISCAL DATA SHEET F-2

A. Project Identification
1. Cluster # 9001 Title Agricultural Management
2. RDA # 6 Title Agricultural Management
3. Project # 4. Code
5. Project Title Servicing Small Scale Farming Systems
6. Contractor:
7. Contract No.
8. Project Manager
9. Appropriation 10 Category A**

B. Project Approval Status ($000)

Item	Initial	Final Approved	Final Requested
1. Obligation:	FY	FY	FY 79
2. Service:	FY	FY	FY
3. LOP Costs:		$	$ 2131

C. Countries
To be selected

D. Project Documentation Status Data
1. Date of Current PID Approval
2. Draft Project Paper due TA/PPU 12/77

E. Project Description

PROJECT GOAL (stay within brackets)

Increase productivity and income among poor farmers and increase employment and income for rural poor employed in farm support enterprises.

PROJECT PURPOSE(S) (stay within brackets)

1. Develop new knowledge in the management of small scale farming systems, including non-farm agricultural support enterprises, in rural areas.
2. Develop, test and publish appropriate management assistance tools for poor farmers and operators of small scale farm support enterprises.

Technical Office Support to Manage Project (in work days)

FY	[illegible]	IPA	CONSULT	RSSA	TOTAL
1977					
1978	56		20		76
1979	56				56

PLANNING RESOURCE REQUIREMENTS (stay within brackets) Project Design

Type	Amount ($000)

F. Other Donors
NAME $000/Yr.

G. Budget Summary in ($000) and Work Months - WM

	(1) Personnel Dollars	(2) Personnel WM	(3) Participants Dollars	(4) Participants WM	(5) Commodities	(6) Other Costs	(7) Total	(8) Expenditures	(9) End FY Pipeline	(10) Services Funded Thru Month Year	(11) Description of Funding
1. Cum. Thru 9/30/76											
2. Est. FY 1977											
3. Est. FY 1978											
4. Proposed FY 1979	2131	567					2131	723	1408	2/82	University contract
5. Proposed FY 1980								795	613		
6. Proposed FY 1981								613			
7. All other	2131						2131	2131			
8. TOTAL											

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Attachment G

Small Activity Projects

TA/DA

Cluster No. 9001, "Agricultural Management"

	FY-77	FY-78	FY-79	TOTAL
1. Small Research				
a. Program management factors that facilitate technological diffusion (via markets, private enterprise, etc.)		$ 30/5	$ 30/5	$ 60/10
2. Evaluation				
Lessons learned from water management research in Asia (irrigation, watershed, drainage, etc. mgt.)		$ 20/5		$ 20/5
3. Utilization				
a. Conference on teaching agricultural and rural development administration in developing country institutions.		$ 35/20		$ 35/20
b. Utilization Seminars on Commodity Systems Analysis.		$ 40/15		$ 40/15
4. Special Project Inputs				
a. Technical analysis for PP on "Servicing Small Scale Farming Systems."	$ 15/5			$ 15/5
b. Project development contract, "Agricultural Management and Field Support."	$ 12/5			$ 12/5
TOTAL	$ 27/10	$125/45	$ 30/5	$182/60

PART II - CLUSTER 1202

ONGOING PROJECT FISCAL DATA SHEET F- 1

A. Project Identification

1. Cluster # 1202 Title Health Management Develop
2. RDA # 12 Title: Health Planning
3. Project # 1013 4. Code 589
5. Project Title Training Materials in Health Management
6. Contractor: Grant to ICAP
7. Contract No.
8. Project Manager Charles C. Briggs
9. Appropriation 2 10 Category B

B. Project Approval Status ($000)

Item	Initial	Final Approved	Final Requested
1. Obligation:	FY 77	FY	FY 78
2. Service:	FY 77	FY	FY 80
3. LOP Costs:		FY	$ 565

C. Countries

Asia
Africa
Near East
Latin America

D. Project Documentation Status Data

1. Date Current Approval
2. New/Revised PP due TA/PPU 9/15/77
3. Date Last Eval, NA
4. Date of Current PAR NA
5. Next Evaluation 12/78
   In-depth Evaluation 6/79
   Terminal Evaluation 12/80
   Special Evaluation
6. Period 12/77 - 12/78

E. Project Description

1 Planned Outputs

1. Effective methods for problem analysis, resolution and feedback by public health organizations.
2. Methods for motivating increasing efficiency and adapting to organizational change.
3. Efficient methods for training and upgrading managerial performance in public health organizations.
4. More effective methods of coordination among physicians, nurses, technicians and administrative personnel.

2. Progress in Achieving Outputs/Est. Completion Date

1. June, 1978
2. June 1979
3. Sept. 1980
4. Sept. 1979

3. Purpose of Project/Anticipated Achievement Date

Develop efficient/effective methods for improving managerial performance in public health organizations of developing countries.

4. Project Change Requiring Revised PP and/or PAF

PP to be submitted 4th quarter FY/77 will reflect purpose and outputs broader in scope than given in PID. Also, increase in project funding requirements.

5. Technical Office Support: (In work days)

F.Y.	DH	IPA	CONSULT	RSSA	TOTAL
1977	53	0	60	44	157
1978	70	0	40	44	154
1979	65	0	64	0	129

F. Other Donors

NAME	$000/Yr.

G. Budget Summary in ($000) and Work Months - WM

	(1) Personnel Dollars	(2) Personnel WM	(3) Participants Dollars	(4) Participants WM	(5) Commodities	(6) Other Costs	(7) Total	(8) Expenditures	(9) End FY Pipeline	(10) Services Funded Thru Month Year	(11) Description of Funding
1. Cum. Thru 9/30/76											
2. Est. FY 1977											Funding for 3 years ~~first year requested~~.
3. Est. FY 1978	565						565	200	365		
4. Proposed FY 1979								265	100		
5. Proposed FY 1980								100	0		
6. Proposed FY 1981											
7. All other											
8. TOTAL	565				76	5	565	565			

ONGOING PROJECT FISCAL DATA SHEET F-1

A. Project Identification

1. Cluster # 1202 Title Health Management Development
2. RDA # 12 Title: Health Planning
3. Project # 1016 4. Code 589
5. Project Title Appraisal Health Management Systems
6. Contractor: To be selected.
7. Contract No.
8. Project Manager Charles C. Briggs
9. Appropriation 2 10 Category B

B. Project Approval Status ($000)

Item	Initial	Final Approved	Final Requested
1. Obligation:	FY 77	FY	FY 77
2. Service:	FY 77	FY	FY 79
3. LOP Costs:		FY	$ 500

C. Countries

Asia
Latin America
Near East
Africa

D. Project Documentation Status Date

1. Date Current Approval
2. New/Revised PP due TA/PPU 4/24/77
3. Date Last Eval.
4. Date of Current PAR
5. Next Evaluation 6/78
   In-depth Evaluation 1/79
   Terminal Evaluation 6/79
   Special Evaluation
6. Period 9/77 - 7/78

E. Project Description

1. Planned Outputs

1. Report and evaluation of a field trial of the method.
2. Report and evaluation of an actual sectorial appraisal (if feasible).
3. A written statement of a methodology and how to (500 copies).

2. Progress in Achieving Outputs/Est. Completion Date

1. Methodology design field tested, critiqued and revised 7/78.
2. Methodology tested in a sector analysis situation 1/79.
3. Methodology published and disseminated 9/79.

3. Purpose of Project/Anticipated Achievement Date

To increase the efficiency and effectiveness of health management appraisals for selected developing countries.

4. Project Change Requiring Revised PP and/or PAF

No change anticipated.

5. Technical Office Support: (In work days)

F.Y.	DH	IPA	CONSULT	RSSA	TOTAL
1977	28	0	16		44
1978	45		20	20	85
1979	45		20	20	85

F. Other Donors

NAME $000/Yr.

G. Budget Summary in ($000) and Work Months - WM

	(1) Personnel Dollars	(2) Personnel WM	(3) Participants Dollars	(4) Participants WM	(5) Commodities	(6) Other Costs	(7) Total	(8) Expenditures	(9) End FY Pipeline	(10) Services Funded Thru Month Year	(11) Description of Funding
1. Cum. Thru 9/30/76											
2. Est. FY 1977	488					12	500	90	410	9/30/77	Three year funding requested in PP.
3. Est. FY 1978								252	158	9/30/78	
4. Proposed FY 1979								158		9/30/79	
5. Proposed FY 1980											
6. Proposed FY 1981											
7. All other											
8. TOTAL	488				77	12	500	500			

Attachment G

Small Activity Projects

TA/DA

Cluster No. 1202, "Health Planning"

	FY-77	FY-78	FY-79	TOTAL
1. Small Research				
None.				
2. Evaluation				
3. Utilization				
Utilization seminar on training materials development		$ 21/10	$ 30/10	$ 51/20
4. Special Project Inputs				
a. Project design - consultant				
(1)	$ 15/10	$ 12/8	$ 4/5	$ 31/23
(2)	$ 4/4	$ 13/10	$ 18/10	$ 35/24
b. Project design - RSSA	$ 12/10	$ 5/5		$ 17/15
c. Site selection 0 IQC		$ 5/10		$ 5/10
d. Project Identification		$ 5/20	$ 7/25	$ 12/45
TOTAL	$ 31/24	$ 61/63	$ 59/50	$151/137

PART II - CLUSTER 9002

A. Project Identification

1. Cluster # 9002 Title Development Administration

2. RDA # 30 Title: Development Administration

3. Project # 0132 4. Code 790

5. Project Title: Institution Building and Technical Assistance Methodology

6. Contractor: Midwest Univ. Consortium

7. Contract No. 995 132 AID/csd 2958 211(d)

8. Project Manager Charles C. Briggs

9. Appropriation: 5 10 Category F

ONGOING PROJECT FISCAL DATA SHEET F- 1

B. Project Approval Status ($000)

Item	Initial	Final Approved	Final Requested
1. Obligation:	FY 71	FY 77	FY
2. Service:	FY 71	FY 77	FY
3. IOP Costs:		FY	$ 1,000

C. Countries

Asia

Africa

Latin America

Near East

D. Project Documentation Status Data

1. Date Current Approval
2. New/Revised PP due TA/PPU
3. Date Last Eval, 10/24/75
4. Date of Current PAR
5. Next Evaluation 7/15/77
   In-depth Evaluation
   Terminal Evaluation 7/15/77
   Special Evaluation
6. Period 12/1/75 - 6/30/77

E. Project Description

1 Planned Outputs

1. Research and Development Products.

2. Staff development, courses and training curriculum development consultative services.

3. Documentation center services.

4. MUCIA/LDC collaborative work on IB and TA methodology.

2. Progress in Achieving Outputs/Est. Completion Date

1. Book Designing and Managing Basic Agricultural Development authored by Kulp published and utilized at Ill. Univ. and Ghana. Books Rural Development, the Interplay of Action and Analysis by Swanson and Science Development by Moravcsik utilized in courses at Mich. State and Illinois.
2. 122 organizations requested materials from the Documentation Center; 64 from abroad; 86 requests from North America and Europe.
3. Nine Design Notes published. Seventy-five organizations were added to Design Notes mailing list during year.
4. Other American Universities asked for 124 copies of publications during year, within there were 88 requests. Overseas institutions write for 105 copies of PASITAM produced materials.

3. Purpose of Project/Anticipated Achievement Date

211(d) grant phasing out June, 1977

4. Project Change Requiring Revised PP and/or PAF

No changes made during year.

5. Technical Office Support: (In work days)

F.Y.	DH	IPA	CONSULT	RSSA	TOTAL
1977	41	0	20	0	61
1978	0	0	0	00	0
1979	0	0	0	0	0

F. Other Donors

NAME	$000/Yr.

G. Budget Summary in ($000) and Work Months - WM

	(1) Personnel Dollars	(2) Personnel WM	(3) Participants Dollars	(4) Participants WM	(5) Commodities	(6) Other Costs	(7) Total	(8) Expenditures	(9) End FY Pipeline	(10) Services Funded Thru Month Year	(11) Description of Funding
1. Cum. Thru 9/30/76	1000						1000	946	54		211(d) Institution Building
2. Est. FY 1977								54	0		Grant Phase out 6/77
3. Est. FY 1978											
4. Proposed FY 1979											
5. Proposed FY 1980											
6. Proposed FY 1981											
7. All other											
8. TOTAL	1000						1000	1000			

ONGOING PROJECT FISCAL DATA SHEET F- 1

A. Project Identification

1. Cluster # 9002 Title Development Administration
2. RDA # 30 Title: Development Administration
3. Project # 720-0096 4. Code 669
5. Project Title Project Management Applications
6. Contractor: USDA RSSA and O/S Grants
7. Contract No.
8. Project Manager K.L. Kornher
9. Appropriation 5 10. Category B

B. Project Approval Status ($000)

Item	Initial	Final Approved	Final Requested
1. Obligation:	FY 76	FY 79	FY 80
2. Service:	FY 76	FY 79	FY 80
3. LOP Costs:	975	$ 975	$1243

C. Countries

Jamaica
Chad
Cameroon
Upper Volta
Various L.A.
Others to be selected

D. Project Documentation Status Data

1. Date Current Approval 1/5/76
2. New/Revised PP due TA/PPU
3. Date Last Eval, Jan. 77
4. Date of Current PAR
5. Next Evaluation Jan. 76
   In-depth Evaluation x
   Terminal Evaluation
   Special Evaluation
6. Period Jan. 76 - Jan. 78

E. Project Description

1. Planned Outputs

1. 28 LDC proj. mgt. specialists expand knowledge/skills.
2. Proj. mgt. materials reviewed, adapted, used.
3. Selections issued in Span., Portug., Fr.
4. Training programs expanded/revised.
5. Local action proj. studies.
6. Exchanges among proj. mgt. institutions.

2. Progress in Achieving Outputs/Est. Completion Date

1. Significant progress PAID, IICA, Jamaica. Nine countries in "outreach" program. Continues to end of proj. (EOP).
2. Some research use PAID; case production beginning PAID and IICA. Continues to EOP.
3. Est. completion Spanish/Portugese materials Oct 77. PAID cases will be in French. Continues to EOP.
4. New training capability being established via USAID/Jamaica project, CDO/Chad project. Expanded, PAID AFR/RA project.
5. Underway Cameroon (PAID), Planned LA (IICA).
6. Informal continuing exchange with IDB, IBRD, UN, Asian Development Institute, CAFRAD Syracuse, Pittsburgh, Cornell, MUCIA, as well as Grantees EIAP (under terminating proj. 937), PAID and IICA. Continues to EOP.

3. Purpose of Project/Anticipated Achievement Date

Increase quantity, quality, relevance of project management training/consulting outputs of four regional centers, 4 USAID-funded projects, 7 international assistance organizations. Continues to EOP

4. Project Change Requiring Revised PP and/or PAF

Project underfunded for planned outputs; increased funding and extension recommended, as well as continued support to mission or bureau funded "spinoffs." -- PAID in FY-78.

5. Technical Office Support: (In work days)

F.Y.	DH	IPA	CONSULT	RSSA	TOTAL
1977	50*			15	65
1978	85		10	35	130
1979	90		10	30	130

*Note PP est. 140 min. req mt.

Abbreviations:

PAID Pan African Institute for Development
IICA Inter-American Institute for Agricultural Sciences
IDB Inter-American Development Bank
EIAP Inter-American School of Public Admin.
CAFRAD African Center for Training and Research in Administration for Development
MUCIA Mid-West Universities Consortium for Intl Activities

F. Other Donors

NAME $000/Yr.

G. Budget Summary in ($000) and Work Months - WM

	(1) Personnel Dollars	(2) Personnel WM	(3) Participants Dollars	(4) Participants WM	(5) Commodities	(6) Other Costs	(7) Total	(8) Expenditures	(9) End FY Pipeline	(10) Services Funded Thru Month Year	(11) Description of Funding
1. Cum. Thru 9/30/76	276							74	202		See F-3s
2. Est. FY 1977	280							305	177		
3. Est. FY 1978	307							374	110		
4. Proposed FY 1979	380							367	123		
5. Proposed FY 1980	-							123	0		
6. Proposed FY 1981	-										
7. All other	-										
8. TOTAL	1243					80		1243			

SUB-PROJECT FISCAL DATA SHEET F-3

A. Project Identification
1. Cluster # 9002 Title Development Administration
2. RDA # 30 Title Development Administration
3. Project # 0096 4. Code 669
5. Project Title Project Management Applications
6. Contractor: Grantee to be determined
7. Contract No.
8. Project Manager K.L. Kornher
9. Appropriation 5 10 Category B

B. Project Approval Status ($000)

Item	Initial	Final Approved	Final Requested
1. Obligation:	FY 78	FY 79	FY 79
2. Service:	FY 78	FY 79	FY 80
3. LOP Costs:		FY	$ 195

C. Countries
Central America or Asia

D. Project Documentation Status Data
1. Date Current Approval
2. New/Revised PP due TA/PPU
3. Date Last Eval.
4. Date of Current PAR
5. Next Evaluation
In-depth Evaluation
Terminal Evaluation
Special Evaluation
6. Period

E. Project Description

1. Planned Outputs (2 years)
a. Project management (PM) service center staff increases skills for consulting/training.
b. Materials selected/adapted.
c. Case studies completed.

2. Progress in Achieving Outputs/Est. Completion Date
Est. completion DEC 79.

3. Purpose of Project/Anticipated Achievement Date
Service center provides quality advisory/training services to client countries, organizations.

4. Project Change Requiring Revised PP and/or PAR
PP authorizes this activity; additional funds and time requested.

5. Technical Office Support: (In work days)

F.Y.	DH	IPA	CONSULT	RSSA	TOTAL
1977	-	-	-	.5	5
1978	25	-	10	15	50
1979	25	-	10	10	45

F. Other Donors
NAME $000/Yr.

G. Budget Summary in ($000) and Work Months - WM

	(1) Personnel Dollars	(2) Personnel WM	(3) Participants Dollars	(4) Participants WM	(5) Commodities	(6) Other Costs	(7) Total	(8) Expenditures	(9) End FY Pipeline	(10) Services Funded Thru Month Year	(11) Description of Funding
1. Cum. Thru 9/30/76											
2. Est. FY 1977											
3. Est. FY 1978	95							75	20	12/78	
4. Proposed FY 1979	100							100	20	12/79	
5. Proposed FY 1980								20	0		
6. Proposed FY 1981											
7. All other											
8. TOTAL	195							195			

SUB-PROJECT FISCAL DATA SHEET F-3

A. Project Identification

1. Cluster # 9002 Title Development Administration
2. RDA # 30 Title Development Administration
3. Project # 0096 4. Code 669
5. Project Title Project Management Applications
6. Contractor: USDA (RSSA)
7. Contract No.
8. Project Manager K. L. Kornher
9. Appropriation 5 10 Category C

B. Project Approval Status ($000)

Item	Initial	Final: Approved	Final: Requested
1. Obligation:	FY 76	FY79	FY 79
2. Service:	FY 76	FY 79	FY 80
3. LOP Costs:		$414	$ 573

C. Countries

Jamaica
Chad
Others to be determined

D. Project Documentation Status Data

1. Date Current Approval
2. New/Revised PP due TA/PPU
3. Date Last Eval.
4. Date of Current PAR
5. Next Evaluation
   In-depth Evaluation
   Terminal Evaluation
   Special Evaluation
6. Period

E. Project Description

1. Planned Outputs

RSSA

1. Advisory services to 4 Grantee and 4 USAID-funded institutions.
2. Project management materials distributed.
3. Professional exchange network maintained.

Direct AID

1. Field services to USAIDs.
2. Evaluation of project.
3. Two utilization conferences.

2. Progress in Achieving Outputs/Est. Completion Date

1. Consultative services to Jamaica, Chad, PAID, IIGA, EIAP. Continues to EOP.
2. Materials collection established, with distribution to collaborating institutions. "Training Gems" series initiated.
3. Exchange with IBRD/EDI, IBRD, UN, CAFRAD, ADI, U.S. Universities. Continues to EOP.

3. Purpose of Project/Anticipated Achievement Date

Increase quantity, quality, relevance of PM training/consulting outputs of four regional centers, 4 USAID-funded projects, international assistance organizations. Continues to EOP.

4. Project Change Requiring Revised PP and/or PAF

5. Technical Office Support: (In work days)

F.Y.	DH	IPA	CONSULT	RSSA	TOTAL
1977	14*	-			14
1978	20*				20
1979	25*				25

*Includes proj.-funded USAID services

F. Other Donors

NAME	$000/Yr.

G. Budget Summary* in ($000) and Work Months - WM

	(1) Personnel Dollars	(2) WM	(3) Participants Dollars	(4) WM	(5) Commodities	(6) Other Costs	(7) Total	(8) Expenditures	(9) End FY Pipeline	(10) Services Funded Thru Month	Year	(11) Description of Funding
1. Cum. Thru 9/30/76	101						101	74	27			USDA RSSA and $6 AID SF 1475
2. Est. FY 1977	185						185	135	77	Jan	78	USDA RSSA and $16 AID (fld.svc.&conf.)
3. Est. FY 1978	112						112	189	0	Sept	78	USDA RSSA and $38 AID (eval.conf,f.s.)
4. Proposed FY 1979	175						175	162	13	Oct	79	USDA RSSA and $15 AID (fld.svc.)
5. Proposed FY 1980								13	0			
6. Proposed FY 1981												
7. All other												
8. TOTAL	573						573	573				

*Note: Includes Direct AID obl./expend up to $38,000 per year.

A. Project Identification
1. Cluster # 9002 Title Development Administration
2. RDA # 30 Title Development Administration
3. Project # 0096 4. Code 669
5. Project Title Project Management Applications
6. Contractor: Inter-Amer. Institute of Ag. Scics
7. Contract No. Grant AID/ta C 1316
8. Project Manager K. L. Kornher
9. Appropriation 5 10 Category B

SUB-PROJECT FISCAL DATA SHEET F-3

B. Project Approval Status ($000)

Item	Initial	Final: Approved	Final: Requested
1. Obligation:	FY 76	FY 78	FY 79
2. Service:	FY 76	FY 79	FY 80
3. LOP Costs:		FY 185	$ 395

C. Countries
LA & Caribb.
Regional

D. Project Documentation Status Data
1. Date Current Approval
2. New/Revised PP due TA/PPU
3. Date Last Eval.
4. Date of Current PAR
5. Next Evaluation
In-depth Evaluation
Terminal Evaluation
Special Evaluation
6. Period

E. Project Description

1. Planned Outputs (By Sept. 1979)

a. 20 IICA staff increase skills in project management (PM) and PM consulting.

b. Selected/adapted materials on agricultural /rural project management.

c. Five project case studies.

d. Reference collection of materials on project management.

e. PM team assists in country-level project development funded by (Venez.) Simon Bolivar Fund.

2. Progress in Achieving Outputs/Est. Completion Date

a. 5-country review and workshop completed Apr. 77.

b.&d. Reasonable progress; Grantee reports lack of good project implementation materials.

c. Countries selected.

e. Services provided to Jamaica and Guyana Apr. 77.

3. Purpose of Project/Anticipated Achievement Date

a. IICA provides competent advisory services to LA and Caribbean countries in agricultural/rural development PM.

b. IICA continues professional exchange in PM with LA and international institutions a&b target Date: Sept. 1979.

4. Project Change Requiring Revised PP and/or PAF

If IICA elects to develop thorough PM training capability, min. 1 year additional grant will be required (total 4). Budget includes FY 79 funds for this purpose.

5. Technical Office Support: (In work days)

F.Y.	DH	IPA	CONSULT	RSSA	TOTAL
1977	18			5	23
1978	20			10	30
1979	20			10	30

F. Other Donors
NAME $000/Yr.

G. Budget Summary in ($000) and Work Months - WM

	(1) Personnel Dollars	(2) Personnel WM	(3) Participants Dollars	(4) Participants WM	(5) Commodities	(6) Other Costs	(7) Total	(8) Expenditures	(9) End FY Pipeline	(10) Services Funded Thru Month Year	(11) Description of Funding
1. Cum. Thru 9/30/76	95							31	64	Sept. 77	1 year Grant
2. Est. FY 1977	95							95	64	Sept. 78	1 year Grant renewal
3. Est. FY 1978	100							100	64	Sept. 79	do.
4. Proposed FY 1979	105							105	64	Sept. 80	do.
5. Proposed FY 1980								64	0		
6. Proposed FY 1981											
7. All other											
8. TOTAL	395							395			

A. Project Identification

1. Cluster # 9002 Title Development Administration
2. RDA # 30 Title Development Administration
3. Project # 0096 4. Code 669
5. Project Title Project Management Applications
6. Contractor: Pan African Institute for Dev.
7. Contract No. Grant AID/ta-G-1343
8. Project Manager K.L. Kornher
9. Appropriation 5 10 Category B

SUB-PROJECT FISCAL DATA SHEET F-3

B. Project Approval Status ($000)

Item	Initial	Final: Approved	Final: Requested
1. Obligation:	FY 76	FY 76	FY 76
2. Service:	FY 76	FY 77	FY 78
3. LOP Costs:		$ 80	$ 80

C. Countries

West African Region

D. Project Documentation Status Data

1. Date Current Approval
2. New/Revised PP due TA/PPU
3. Date Last Eval.
4. Date of Current PAR
5. Next Evaluation
   In-depth Evaluation
   Terminal Evaluation
   Special Evaluation
6. Period

E. Project Description

1 Planned Outputs

a. Three studies of ongoing rural development projects.
b. Information incorporated in PAID instructional material.
c. Utilization of improved materials in PAID courses.

2. Progress in Achieving Outputs/Est. Completion Date

Grant activity began SEP 76. Progress satisfactory. Materials development workshop APR 77. Project studies begun in Cameroon and scheduled for Upper Volta.

3. Purpose of Project/Anticipated Achievement Date

Increase quality, quantity, relevance of project management training/consulting outputs of regional project management support center. Work will be continued under AFR/RA Project No. 698-0405 (1978-82) with continuing TA/DA collaboration under Proj.0096.

4. Project Change Requiring Revised PP and/or PAF

5. Technical Office Support: (In work days)

F.Y.	DH	IPA	CONSULT	RSSA	TOTAL
1977	18			5	23
1978	20			10	30
1979	20			10	30

F. Other Donors

NAME $000/Yr.

G. Budget Summary in ($000) and Work Months - WM

	(1) Personnel Dollars	(2) Personnel WM	(3) Participants Dollars	(4) Participants WM	(5) Commodities	(6) Other Costs	(7) Total	(8) Expenditures	(9) End FY Pipeline	(10) Services Funded Thru Month Year	(11) Description of Funding
1. Cum. Thru 9/30/76	80							30	50	10/77	Grant, 13 mos. of support.
2. Est. FY 1977								40	10		
3. Est. FY 1978								10			
4. Proposed FY 1979											
5. Proposed FY 1980											
6. Proposed FY 1981											
7. All other											
8. TOTAL	80							80			

ONGOING PROJECT FISCAL DATA SHEET F- 1

A. Project Identification

1. Cluster # 9002 Title Development-Administration
2. RDA # 30 Title: Development Administration
3. Project # 1172 4. Code 790
5. Project Title Organizational and Managerial Analysis
6. Contractor: MUCIA/PASITAM
7. Contract No. To be selected
8. Project Manager Charles C. Briggs
9. Appropriation 5 10 Category B

B. Project Approval Status ($000)

Item	Initial	Final Approved	Final Requested
1. Obligation:	FY 77	FY	FY 77
2. Service:	FY 77	FY	FY 79
3. LOP Costs:		FY	$ 525

C. Countries

Asia
Africa
~~Near East~~
Latin America

D. Project Documentation Status Data

1. Date Current Approval
2. New/Revised PP due TA/PPU 6/1/77
3. Date Last Eval, New project
4. Date of Current PAR " "
5. Next Evaluation 7/1/78
   In-depth Evaluation 7/1/79
   Terminal Evaluation 7/1/80
   Special Evaluation
6. Period 6/15/77-6/31/78

E. Project Description

1. Planned Outputs

1. Nine reports each year (27 in all) about some organizational and management aspect of development projects which present a lesson or practical finding about a technique, methodology practical item of knowledge.
2. Two publications each year (6 in all) of the workbook/textbook variety. The subject matter to be determined in consultation with AID.
3. Advisory and reference-type assistance concerning practical problems of problem analysis, program project design, and organization and management in developmental contexts.
4. Provide a talent bank for Agency consultancy and related needs.

2. Progress in Achieving Outputs/Est. Completion Date

1. Three reports end each period, 6/78, 6/79, 6/80.
2. Two publications end each date 6/78, 6/79, 6/80
3. Reference and Documentation Center in operation 7/77 and fulfilling all requests through end 6/80.
4. Talent Bank operating life of project through end 6/80.

3. Purpose of Project/Anticipated Achievement Date

To respond to needs of AID Missions contractors, and host country collaborators for guidance materials, including knowledge of practical techniques of analysis, design and implementation.

4. Project Change Requiring Revised PP and/or PAF

No change anticipated.

5. Technical Office Support: (In work days)

F.Y.	DH	IPA	CONSULT	RSSA	TOTAL
1977	54	0	5	0	59
1978	64	0	30	0	94
1979	73	0	40	0	113

F. Other Donors

NAME	$000/Yr.

G. Budget Summary in ($000) and Work Months - WM

	(1) Personnel Dollars	(2) Personnel WM	(3) Participants Dollars	(4) Participants WM	(5) Commodities	(6) Other Costs	(7) Total	(8) Expenditures	(9) End FY Pipeline	(10) Services Funded Thru Month Year	(11) Description of Funding
1. Cum. Thru 9/30/76											
2. Est. FY 1977	525						525	175	350	9/78	Support Grant to MUCIA/PASITAM of Indiana
3. Est. FY 1978								175	175	9/79	University, Bloomington
4. Proposed FY 1979								175	0	9/80	
5. Proposed FY 1980											
6. Proposed FY 1981											
7. All other											
8. TOTAL	525				95		525	525			

PROJECT FISCAL DATA SHEET F-2

A. Project Identification

1. Cluster # 9002 Title Development Administration
2. RDA # 30 Title Development Administration
3. Project # 1053 4. Code 669 I
5. Project Title Managing Decentralization*
6. Contractor: To be selected.
7. Contract No.
8. Project Manager E. Thomas Chapman
9. Appropriation 5 10 Category B

B. Project Approval Status ($000)

Item	Initial	Final Approved	Final Requested
1. Obligation:	FY 79	FY	FY 83
2. Service:	FY 79	FY	FY 84
3. LOP Costs:		$	$ 1800

C. Countries

To be selected.

D. Project Documentation Status Data

1. Date of Current PID Approval 5/17/76
2. Draft Project Paper due TA/PPU 5/78

E. Project Description

PROJECT GOAL (stay within brackets)

To build LDC capability to manage effectively development projects and programs that emphasize sectoral applications and widely shared benefits for the people.

PROJECT PURPOSE(S) (stay within brackets)

To accelerate the process of decentralizing the management of appropriate LDC government functions which benefit the poor majority by providing assistance in developing new guidelines, methods, systems and tools.

PLANNING RESOURCE REQUIREMENTS (staff/fund.) Project Design

Type	Amount ($000)
Project design services.	$50,000

Technical Office Support to Manage Project (in work days)

FY	DH	IPA	CONSULT	RSSA	TOTAL
1977	40				40
1978	60				60
1979	60				60

F. Other Donors

NAME	$000/Yr.

G. Budget Summary in ($000) and Work Months – WM

	(1) Personnel Dollars	(2) Personnel WM	(3) Participants Dollars	(4) Participants WM	(5) Commodities	(6) Other Costs	(7) Total	(8) Expenditures	(9) End FY Pipeline	(10) Services Funded Thru Month Year	(11) Description of Funding
1. Cum. Thru 9/30/76											
2. Est. FY 1977											
3. Est. FY 1978											
4. Proposed FY 1979	725	150					725	400	325	9/81	Project start up
5. Proposed FY 1980	475						475	700	100	9/82	
6. Proposed FY 1981	600						600	700		9/83	
7. All other											
8. TOTAL	1800						1800	1800			

* Priority I FY-79

A. Project Identification

1. Cluster # 9002 Title Development Administration
2. RDA # 30 Title: Development Administration
3. Project # 1025 4. Code 661 I
5. Project Title Sectoral Management/Support Services
6. Contractor: To Be Selected
7. Contract No.
8. Project Manager A. Vestrich
9. Appropriation 5 10 Category B

ONGOING PROJECT FISCAL DATA SHEET F- 1

B. Project Approval Status ($000)

Item	Initial	Final Approved	Final Requested
1. Obligation:	FY 77	FY	FY 79
2. Service:	FY 81	FY	FY 83
3. LOP Costs:		FY	$ 1625

C. Countries

D. Project Documentation Status Data

1. Date Current Approval 5/3/76
2. New/Revised PP due TA/PPU 1/78
3. Date Last Eval. New project
4. Date of Current PAR New project
5. Next Evaluation 10/79
   In-depth Evaluation
   Terminal Evaluation
   Special Evaluation
6. Period

E. Project Description

1. Planned Outputs

Establishment of consultant capability to respond to Mission and host country requirements in Sector Management. Undertake programs of action research in the improvement of sectoral programs. Training in management to facilitate implementation of sectoral projects.

2. Progress in Achieving Outputs/Est. Completion Date

A pre-design study undertaken by Development Associates was completed FEB 77. Coordination is now taking place with regional bureaus to identify field and research needs to be incorporated in the project design.

3. Purpose of Project/Anticipated Achievement Date

Assist developing country program and sectors managers to acquire and apply management knowledge, methods, systems and tools to effectively plan, implement and evaluate output oriented development programs.

4. Project Change Requiring Revised PP and/or PAF

None.

5. Technical Office Support: (In work days)

F.Y.	DH	IPA	CONSULT	RSSA	TOTAL
1977	60	-	-	-	60
1978	90	-	-	-	90
1979	80	-	-	-	80

F. Other Donors

NAME	$000/Yr.

G. Budget Summary in ($000) and Work Months - WM

	(1) Personnel Dollars	(2) Personnel WM	(3) Participants Dollars	(4) Participants WM	(5) Commodities	(6) Other Costs	(7) Total	(8) Expenditures	(9) End FY Pipeline	(10) Services Funded Thru Month Year	(11) Description of Funding
1. Cum. Thru 9/30/76											
2. Est. FY 1977											
3. Est. FY 1978											
4. Proposed FY 1979	595	150					595	200	395	10/81	Project Start Up
5. Proposed FY 1980								300	95		
6. Proposed FY 1981	430						430	400	125	10/82	
7. All other							600	725		9/83	
8. TOTAL	1625				77		1625	1625			

*Priority II-FY79

Attachment G

Small Activity Projects

TA/DA

Cluster No. 9002, "Development Administration"

	FY-77	FY-78	FY-79	TOTAL
1. Small Research				
a. Analyses of 6 selected development projects.	$ 35/15			$ 35/15
b. AID/host country management and implementation relationships.	$ 35/15			$ 35/15
c. Structure and process in project implementation.		$ 30/5		$ 30/5
d. Use of video-tape methods in management skills training.	$ 35/15			$ 35/15
2. Evaluation				
a. Intervention methodology evaluation, with follow-up.		$ 25/15	$ 20/15	$ 45/30
b. Terminal evaluation of MUCIA 211-d grant.	$ 6/10			$ 6/10
c. Organizational management, product utilization evaluation.		$ 15/10	$ 10/10	$ 25/20
3. Utilization				
a. Conference on the "state of the art" in applied development administration.		$ 35/20		$ 35/20
b. Conference on "systems" approaches to sector management.			$ 30/10	$ 30/10
4. Special Project Inputs				
a. Project design - consultant	$ 2/6			$ 2/6
b. Product diffusion assistance	$ 10/5	$ 10/5	$ 10/5	$30/15
c. Project design technical services on "Managing Decentralization Project.	$ 50/20			$50/20
d. Project design services, "Sectoral Management" project.	$ 7/10			$ 7/10
e. Identification of field research - requirements, "Sectoral Management" project.		$ 4/15		$ 4/15
TOTAL	$180/96	$ 119/70	$ 70/40	$369/206