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**DEPARTMENT
OF
STATE**

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COLOMBIA

FY 1976 Field Budget Submission

Part I

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PART I

I. USAID PRELIMINARY STRATEGY

1. The USAID has had extremely limited contact with the Lopez camp on AID matters. Lopez has not involved himself in current operations, has not established a collaborative transition mechanism with the Pastrana government, has not named his ministers and key assistants and has given us few leads on program priorities related to external assistance. Our principal contact has been Dr. Rodrigo Botero, who is expected to be the new Minister of Finance. Botero has stated that foreign exchange is no longer the major constraint to development, that the Lopez government's immediate concern would be internal matters, and that USAID and other external lending agencies should not expect much attention in the near future.

Since we have few specific indications of Lopez's views on the priorities, composition, or "style" of possible future USAID program, or even whether he wants a significant bilateral program at all, the points below must be considered tentative.

2. The U. S. continues to have a strong interest in Colombia's economic and social development. There appear to be at least 4 reasons for continuing a U. S. bilateral program:

a. To maintain and strengthen relationships and contacts with key institutions and individuals, through training, long-term US-Colombian institutional ties, and other high-quality technical assistance. Such programs, relatively modest in cost, have political, commercial, and technological benefits for the U. S. , as well as contributing to Colombian development.

b. Colombia, as a relatively sophisticated recipient, with an impressive reservoir of highly trained manpower, offers an excellent opportunity for progress and innovation in priority areas stressed by the FAA. Results obtained in Colombia may also be of value in other countries.

c. To further special U. S. concerns such as family planning, narcotics control, and the development of minerals and other natural resources.

d. The political value of strong U. S. identification and cooperation with the development of a country with a freely elected government, a long tradition of friendship with the U. S. , and important hemispheric influence.

3. Future USAID programs should be substantially smaller than in previous years. Sizeable USAID capital transfers are not presently justified. Colombia's overall growth rate has been over 7% during the past two years. Colombia is in the third year of an export boom, fueled by high commodity prices, broad export diversification, and effective export promotion policies. Reserves are around \$530 million, an all-time high. Although commodity prices are expected to decline somewhat, the B/P picture for the next few years still appears favorable. The debt-serving burden is still moderate.

Colombia is a major recipient of the IBRD and IDB. It also receives substantial suppliers credits and private bank loans. At present, Colombia is in a position to sustain its high growth rates without substantial USAID concessional lending.

There are contingencies that could change this picture, such as a sharp decline in coffee and other commodity prices, particularly if coupled with sharply rising import prices or a deterioration in Colombia's energy situation. However, we do not anticipate any radical change in the near future.

4. We believe U. S. objectives can be met with a modest loan and grant program not in excess of \$20-25 million annually. Such a program would not give us significant leverage or influence on GOC priorities or policies (except through the technical and professional influence of our activities per se). Hopefully, our program would be highly useful, but it could be difficult to demonstrate that its continuation would be crucial to the continued satisfactory pace of Colombian development. Although the proposed loan level is substantially below the average of the last few years, the transition will be facilitated by an undisbursed loan pipeline of over 100 million.

5. The "style" of U. S. assistance must provide assurance to the GOC that we are responding to their felt needs and not attempting to impose our criteria. We hope that the Lopez government will

be amenable to continuation of a U. S. intellectual and technical role in the formulation of GOC policies and programs but with the clear caveat that requests for U. S. assistance are shaped and defined by the GOC and are to be judged on their merits, irrespective of their adherence to the U. S. points of view. Precisely how the process can be adapted at a sharply lower level of financial resource transfers, and whether the Lopez government will be interested in pursuing this approach are not yet clear.

6. The basic responsibility for the size and composition of USAID programs (within our financial and institutional limitations) must rest with the GOC. If the GOC does not demonstrate interest or cannot come up with sound projects which meet our standards and criteria, the USAID should be under no pressure to attain a pre-determined annual aid level. For example, if our average annual lending ceiling were \$20-25 million, as determined by overall fund availabilities and Colombia's relative world-wide priority, the GOC through its own initiatives would ultimately determine the actual level.

7. At Colombia's stage of development, USAID assistance (in planning, management, technology or institutional relationships) must be selective and of a high quality. If we are to develop and maintain a close relationship with the Lopez government on development issues, USAID must demonstrate the capacity to produce such high-quality assistance, rapidly and flexibly. If we do not provide good service, we will damage our creditability and undercut the rationale for a continued, substantial USAID presence.

8. A major element in future USAID programs will be long-term institutional relationships with U. S. institutions - universities, professional associates, scientific and technological institutions, foundations, private consulting firms, etc. Such relationships, if properly selected, can not only make a continuing contribution to Colombian development through the transfer of suitable technology, but can also contribute to specific U. S. political, commercial, and technological interests. These relationships should be professional and apolitical, and USAID's role in the selection and management should be minimal. To the extent practicable, the GOC should identify needs, make selections, pay a fair share of the costs, and monitor the results.

9. Although program priorities and initiatives must come from the GOC, we have reason to think that their interests will be compatible with U.S. priorities as stated in the FAA. At the earliest opportunity we will explain to the GOC our priorities, financial limitations and institutional capabilities. Although we want to respond flexibly to GOC initiative, we must avoid misunderstandings and disappointments by clarifying our ability to respond. We are not interested in the proliferation of minor, unrelated activities, even in our priority areas. We are looking for serious, significant Colombian efforts to deal with major social problems, the development of land and other natural resources, income redistribution, employment generation, etc.

10. The reduced USAID aid level and greater emphasis on qualitative considerations will mean that technical assistance, institutional contracts, training and other methods of technology transfer will have greater relative weight. Nevertheless, we still see a limited role for capital transfer and the generation of pesos with dollars; e.g. to initiate and augment innovative pilot projects and to support private institutions working on priority problems.

11. The foregoing assumes an ability to reach a general understanding with the GOC on the future role of USAID. However, after confronting the difficult fiscal dilemma it will inherit, it is quite possible that the GOC will urge the continuation of sector lending, at least in the short run. Although we question the economic necessity of such lending, if asked we would want to consider the request carefully.

12. USAID has been preparing in 1974 for a dialogue with the Lopez Government after it takes office on August 7. We have reviewed the current status of the Colombian development effort and have identified six key development areas: improving food supply, malnutrition, non-formal education and educational technology, regional development, public sector management, and science and technology. USAID task forces in these areas have reviewed on-going activities, identified some of the key obstacles, and begun to examine possible program solutions. While we believe our ideas in the FBS are consistent with AID priorities, there is no assurance at this point that the Lopez Government will be interested in any of our ideas. Thus, the program proposals contained herein are very tentative. In our fall DAP statement, we hope to be more definitive on the composition of the program.

II. THE PROPOSED PROGRAM

Not including PL 480 the proposed FY 76 AID program in Colombia totals approximately \$27.3 million, which compares to an actual FY 74 program of \$36.7 million and an estimated FY 75 program of \$25.9 million. Although very tentative at this time, we would expect FY 77-78 levels to be at about this same magnitude or lower in the \$15-20 million range. The largest decrease is in the development loan category, with a drop from \$34.8 to \$23.0 million from FY 74-76. Our technical assistance program is expected to increase from \$1.9 million in FY 74 to \$4.3 million in FY 76.

The program will emphasize the three priority sectors of food and nutrition, population and health, and education and human resources development. In food and nutrition, we will use the authorized, but unsigned, \$10 million agriculture sector loan VI as an opportunity to begin discussions as to the Lopez Government's plans for the agriculture sector. In these discussions, we will present some of the ideas of the USAID Task Force on Improving Food Supply. The Task Force is currently investigating opportunities in selected cereals crops, the applicability of a systems approach to individual crops, expansion of production to new areas, fisheries development, and fertilizer development. Based on these ideas, we have tentatively programmed a \$5 million FY 76 loan for increased food supply. In addition, USAID proposes a \$2 million cooperative grant in FY 76 to encourage grain production.

In nutrition, USAID proposes new FY 75 loan and grant projects which were both listed in the FY 75 Congressional Presentation. The purpose of the grant project would be to assist the GOC in developing a national nutrition policy through training and technical assistance; and to develop several pilot projects in the areas of food production, fortification, distribution and communication and education on nutrition. The \$6 million loan project will also help develop a national nutrition policy through assistance to the National Planning Department, but will concentrate on testing alternative strategies to supplementary feeding in improving the

nutrition status of the country's poor. The loan will probably: provide low cost capital and modern equipment to produce and market fortified food products to the poor consumer, assist small retailers to develop wholesale buyers crops to reduce prices; develop mass techniques to change food habits to improve utilization of protein rich or enriched foods; and provide incentives in pricing or low cost loans for specific crops or in food deficient areas in order to increase production at reasonable prices.

In population, the GOC has requested bilateral assistance from AID to expand Colombian efforts to slow down its population growth rate, which is still high in spite of a recent downward trend. (The expanded project was listed in the FY 75 C.P.). In response, USAID is proposing an expanded demographic research project at about \$1 million per year to finance education and communications programs and extension of rural services by the private family planning association (Profamilia). In addition, training and research activities will continue.

In health, USAID will complete disbursements in CY 1974 under the first Health Sector Loan, which now includes funds for a MCH family planning program. In CY 1975-76, USAID will disburse the authorized, but unsigned \$17.3 million Health Sector Loan II. Both loans are intended to help the GOC extend coverage of health services to the socially and economically deprived 80% of the population who have not had access in the past. In FY 1976, USAID will shift to a sub-sector approach, concentrating on the problem of providing potable water supplies and waste disposal systems to all Colombian communities of 50 to 2,500 people. This proposed \$4 million loan is designed to cut down on the frequency of water-borne diseases in these communities. In addition, in FY 76, USAID is tentatively proposing a \$5 million Health Equipment and Supply loan to provide hospital supplies, laboratory equipment, vehicles and insecticides in support of the national health strategy.

In line with reduced availability of resources, USAID has reduced the Title II program from \$11 million in FY 72 to \$5 million in FY 75 and 76. The GOC has assisted by their willingness to take over some of the programs eliminated by the reduction. FY 75-76 resources will be focussed on supplementary feeding programs in the high priority pregnant and lactant mother and pre-

school child group, complementary to the Minister of Health efforts to provide mother and child care services, including family planning, to a higher percentage of the urban and rural poor population.

In education and human resources development, USAID is proposing two FY 75-76 TA projects and one FY 75 loan. The first TA project, Non-Formal Education cuts across the traditional sector lines. It is concerned with the application of educational technology to non-formal education, cost effectiveness research on alternative non-formal education models, and research concerning policies and program development in non-formal education. The second TA project, Educational Technology, would focus on helping to implement the most appropriate educational technologies into the Colombian schools. Primarily this would be to systematize the educational programs so as to have better relationships between the three major elements of education: curriculum, instructional materials, and teacher training. It would also address special bottlenecks in educational development. It would assist the trend to give greater stress to technological education in higher education. It would examine alternate financing mechanisms such as an Educational Bank, and it would provide technical assistance to the newly created secondary school service centers.

The 9 million Educational Technology Loan (included in FY 75 C.P.) would be intimately related to the above grant project and would stress the systems approach to educational development. Since the greatest need in Colombia of the three major educational elements is instructional materials, the bulk of the funds would be for these. The purpose of the loan would be to include the latest psychological, pedagogical, and engineering findings in a systematic way to upgrade the educational programs in this country. A major element in this would be a constructive use of educational evaluation techniques.

USAID proposes assistance in three other areas which cut across sector lines: science and technology, regional development, and public administration. In science and technology, USAID will attempt to develop linkages between the innovators of technological research (external and internal) and the possible Colombian users. A FY 75 grant proposal would try to establish an external linkage between Colombia and U.S. technology by funding contracts between Colombian institutions and the Denver Research Institute and the National Academy of Sciences. The FY 76 \$5 million loan (included in the FY 75 C.P.) would finance programs to increase Colombian organizational capability to provide broader and more relevant transfers of technological services, such as a standards and quality control program, credits for technology innovation, and the use of technology for priority product areas.

In regional development, USAID is proposing an FY 75 and an FY 1976 loan of \$2 million each to channel regional growth and to initiate development to unlock under-utilized resources. The project would increase rural income and provide employment, probably through a focus on the fishing and forestry industries. Some socially-oriented funds may be needed for nutrition or education assistance as part of this integrated approach to under-developed regions. In public sector management, a FY 75 grant project is likely to assist the GOC in one or several of the following areas: The cash flow problem, the decentralization of government power, a pilot approach to upgrading a key GOC agency, and development of facilities for the professional training of government personnel.

An FY 75 capital grant of \$500,000 is proposed to capitalize a rotating fund for financing of minimum shelter housing solutions for low-income families. The project represents an innovative attempt, in line with AID's Shelter Policy (PD 55), to deal with a critical development problem.

Finally, a \$200,000 grant is proposed in FY 75 for a Program Development project to carry out pilot activities addressing rural poverty problem.

III. EVALUATION

All ongoing grant projects for which funding is requested were evaluated during FY 1974. The Narcotics Interdiction project evaluation was included in the terminal evaluation of the Public Safety project. The projects and the submission date of the evaluation documents are:

<u>Project</u>	<u>Submission date of Evaluation Document</u>
Population	October 1973
Block Grant	March 1974
Narcotics Interdiction	April 1974
Special Development Activities	September 1973

IV. PROGRAM DOCUMENT SUBMISSION SCHEDULE

The submission schedule for IRRs and PPPs during FY 1975 and FY 1976 is:

<u>IRRs</u>	<u>FY 75</u>	<u>FY 76</u>
Education Technology	11/74	
Nutrition	11/74	
Regional Development	4/75	9/75
Increased Food Supply	-	10/75
Rural Sanitation	-	9/75
Science and Technology	-	9/75
Health Equipment and Supplies	-	9/75
Small & Median Industry	-	
CECORA Coops	-	12/75
FCH Housing		

<u>PPPs</u>	<u>FY 75</u>
Nutrition	9/74
Population	11/74
Science and Technology	10/74
Non-Formal Education	9/74
Public Sector Management	11/74
Education Technology	12/74

FY 76 LOAN - Increased Food Supply & Distribution

Despite favorable production characteristics, such as underutilized land, and relatively high product prices, basic statistical indicators strongly suggest that domestic production in Colombia is not keeping pace with increasing domestic demand. Consequently, USAID and the GOC are seeking various means to have a catalytic impact on stimulating expanded production, especially of food items of major importance to domestic consumers. The goal of this \$5 million project in conjunction with several other activities, is to increase the supply of food at lower stable prices.

It is intended that certain food production increasing activities will be initiated under the \$10 million authorized, but unsigned Agricultural Sector Loan VI which can be build upon in FY 76. However, since the use of this \$10 million will not be decided until fall discussions with the Lopez Government, we can only present our unilateral ideas for FY 76, based on the USAID Task Force efforts. Among others, this Task Force has suggested two important alternatives of increasing food production: (1) adopting new technologies that are presently available and (2) expanding the area planted through bringing new areas into production. First, in FY 76, we propose to address the food shortage problem through a concentration on specific products. One effort will be the support of ICA and other agency activities to promote expansion of production of grain and grain legumes. Second, USAID will focus considerable attention on the agricultural frontier assisting in providing complementary infrastructure (including systems for better utilization of present facilities) and production and marketing credits needed in agricultural areas which are currently unutilized or underutilized with probable emphasis on the Llanos. Marketing credits will be closely related to the analysis and recommendations of an OPSA marketing study now beginning with the assistance of Michigan State University in the Ministry of Agriculture.

In addition, USAID is currently considering a pilot grant activity for shrimp and fish production on the Western Coast. If this proves successful, we would include funds in this loan package to finance an expansion of these production activities. This would provide employment and income in one of Colombia's most impoverished areas.

A major beneficiary of this loan would be Colombia's consumers the majority of whom fit into very low income groups and have suffered considerably from recent increases in the prices of basic commodities. It should be pointed out, that the proposed USAID Llanos work would have as an objective helping the rural poor by providing an opportunity to relocate from overcrowded areas, where resources are insufficient, in order to increase their incomes as well as increasing food supply to the urban areas. Clearly, if that objective is met, the urban poor would have to spend a lower portion of their budgets on food and rural poor would have opportunities that now do not exist.

Since other donors such as IDB, IBRD, Ford Foundation, Canada and World Bank are placing great emphasis on small farmers in their assistance plans, USAID is attempting to address problems as described above. To the extent that other donor become involved in programs to promote production of basic commodities, USAID intends to coordinate with their initiatives and seek means to have a complementary, rather than duplicating efforts. USAID will as always remain the donor of last resort.

FY 76 LOAN PROJECT - Regional Development (Choco)

An integrated regional approach to development offers an opportunity to mobilize available resources to focus on a specific area, aimed in the short run at achieving secondary objectives - such as employment creation or higher income - as a means to a longer term critical development objective such as expansion of the agricultural frontier. In Colombia requirements for a regional approach would include political support, infrastructure, a coordinating mechanism, and a nearby urban market with sizeable private resources.

Seeking to increase the food supply in the longer term, a Regional Development loan would attempt to provide a series of coordinated government services, e.g., transportation, primary schools, health posts, agricultural credit and extension services to currently unsettled and/or unexploited geographic areas. Some of these services would be financed under the loan ; others may be provided as part of ongoing GOC or new other donor programs. By providing the services, exploitation by the private sector of under-utilized resources could be encouraged.

USAID has identified two areas which might utilize the Regional Development approach: the Department of Meta in FY 75 and the Department of Choco in FY 76. In the Choco, the poorest Colombian Department, the problem is principally how to unlock the considerable resources of the region through existing mechanisms, including attraction of private resources and GOC infrastructure projects. The UNDP, FAO, and the Canadians have TA projects in the CHOCO, but there is very little other activity in this Department. A project objective might be to increase other donor interest.

In the CHOCO, additional studies need to be completed in the fishing and forestry industries in order to focus the direction of the project. For this reason, the project is not expected to be ready until FY 76. The total cost for the initial effort would be \$2 million with a three year implementation period.

FY 76 COOP LOAN - CECORA

The USAID Task Force on food supply has determined that the scarcity and high price of feed grains is a key limiting factor to dramatic break-throughs in rapidly increasing cheaper animal protein (such as poultry, eggs, pork and fish) availability for lower income groups. Proposed CECORA project is based on this finding and on a successful Feed Grain Program which was conducted by CECORA with AID-donated corn. Within this program CECORA currently has 26 cooperatives, 1300 swine and dairy producers, and 26,000 family-size farmers. CECORA also operates two feed mills with a present capacity of 4,500 tons/month. Milling capacity can be increased to 70,000 m/t per year by 1978. At this point it is necessary for CECORA to discontinue its dependence upon imported grain and develop a stable and expanding supply of domestic grain in order to expand animal protein production among its members. Thus, this project is designed to encourage feed grains production by providing working capital for members of the Agrarian Reform Central of Cooperatives (CECORA).

The major beneficiaries of this project would be the members of CECORA who for the most part are recipients of land under Colombia's land reform program. Most are small farmers in the lower third of Colombia's income distribution pattern. There are not other donors working directly with CECORA. Before preparing an IRR, USAID will have to perform an in-depth analysis of CECORA's financial situation and a project feasibility study. The total cost of the AID project will be \$2 million, with a two year disbursement period. The major inputs will be working capital for CECORA mills to purchase grain and cooperative loans to finance production inputs such as seeds and fertilizer.

FY 76-77 LOAN - Rural Sewer & Water INPES

Water borne diseases as indicated by gastro-intestinal disease and parasitic infections are among the leading causes of mortality and morbidity in Colombia. This is particularly apparent in the under 15 age group which comprises almost 50% of Colombian population. It is the rural population which has the highest proportion in the under 15 years age group. The USAID Health Sector assessment and analysis by the GOC have shown that morbidity and mortality attributable to water borne diseases are particularly severe among those rural community populations that are not served by potable water or waste disposal systems. The loan's objective is to reduce the incidence of illness and death among the rural population through the provision of potable water and waste disposal systems to all Colombian communities of 50 to 2,500 inhabitants. Some 2.5 million persons would benefit by completion of the project and secondarily it should assist in slowing migration to urban areas by provision of a better rural environment.

The activity as presently being carried out by INPES requires a significant local contribution from the recipient communities and would itself increase employment and further spread the practice of local participation, community organization and self help. Joint INPES-U. of Oklahoma studies to identify and select appropriate low cost sewer systems will be completed prior to loan implementation.

Based on calculations of \$30/per person to install water systems and \$20/per person for sewage systems, about \$30 million will be required for water systems and \$42 million for sewage systems, or approximately \$18 million per year over 4 years.

It is planned that AID loan funds would be provided on a 1:3 ratio in two consecutive loans which require 4.5 million dollars each year for four years. In view of the GOC's current desire to hold down public sector investment expenditures, we are only programming a \$4 million loan at this time. If the situation changes, however, USAID may request a larger amount.

FY 76 LOAN PROJECT - Health Equipment and Supplies

An essential part of the Colombian Health Sector development strategy is the construction and enlargement of health facilities (such as hospitals, health centers and health posts) and health laboratories. The construction plan for these additional facilities, which was developed during the Health Sector loan, has now moved into the implementation phase. As a result of the new construction there are many health facilities for which equipment needs to be provided. Basic and specialized equipment is also needed for the additional laboratories and would include equipment for programs in the rabies, tuberculosis, venereal disease, chagas disease, water, milk and food testing, etc. New programs in port sanitation, chronic disease care, accident prevention, communications, and enlarged geriatric program, all will require additional equipment and materials.

While most of the vehicle needs by the Ministry of Health will have been met by the two health sector loans, two key health sector agencies, INPES and SEM, will have serious vehicle requirements to be met, and the Mission has received a request from the Ministry of Health for assistance to provide trucks for the handling of garbage and rubbish, key variables in environmental sanitation. Additional insecticides are needed to cover the increased needs created by vector resistance and special programs which require more expensive insecticide types.

The purpose of this loan is to assist the GOC health agencies with procurement of equipment needed to assure efficient utilization of health facilities now under construction or planned for construction in accordance with the Regional Integrated Health Delivery System; a system which is designed to benefit the poorer 60% of the population. The loan would be designed to provide equipment, but would also seek GOC policy actions to assure continued implementation of their health sector strategy. The loan, to be implemented during 1976 and 1977, would be for an estimated 5 million dollars.

FY 76 LOAN PROJECT - Science and Technology

USAID's proposed FY 75 TA project in science and technology will principally attempt to strengthen the external linkages between U.S. technology and two Colombian institutes IIT and Colciencias. On the domestic side, Colombian organizations need assistance in the distribution and marketing of research and technology; recipients need help in proper research utilization. The loan would involve the development of a system by which resource allocations to science and technology could be based upon the needs and problems of the potential users in agriculture and industry. The major components will probably be: comprehensive technological planning and programming of Colombia's science and technology activities; a fund to provide low-interest, risk venture loans for industry and research institutes for engineering, development, product design, market analyses, and research; a standards and quality assurance program; financial incentives for researchers to work with the private sector, academic courses, seminars, and workshops in research management; and support for an extension system to meet the demand for and the supply of technology.

The objectives might include: in systems development, research planning and programming, information systems, quality assurance, market research, management extension services and training programs; and in institutional development, research planning and management, technological extension units, reference and testing laboratories, marketing, information terminals, and demonstration projects.

The beneficiaries of the project would be the recipients of the technology who presumably would become more efficient, with lower product prices to the consumer. There is no other significant donor activity in this area. Progress with the FY 75 grant project will be needed to help develop this capital assistance project. The probable cost of the project is 5 million, with a three year disbursement period.

TABLE I

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COLOMBIA

Summary of Commitments by Appropriation Category
 (Loan Authorizations/Grant Obligations/PL 480 Shipments/HIG Authorizations)
 (\$ thousands)

	<u>FY 1974</u> <u>Actual</u>	<u>FY 1975</u> <u>Estimate</u>	<u>FY 1976</u> <u>Request</u>	<u>FY 1977</u> <u>Projection</u>	<u>FY 1978</u> <u>Projection*</u>
I. <u>Functional Development</u>					
<u>Appropriations</u>					
A. <u>Food Production and</u>					
<u>Nutrition</u>	<u>210</u>	<u>8,568</u>	<u>9,572</u>	<u>1/</u>	<u>1/</u>
Grants					
New	-	253	270		
Ongoing	210	310	302		
Loans	-	8,000	9,000		
B. <u>Population Planning and</u>					
<u>Health</u>	<u>25,395</u>	<u>1,244</u>	<u>10,282</u>	<u>1/</u>	<u>1/</u>
Grants (Title X)	470	1,050	1,050	1,050	1,050
Grants (non Title X)					
New	-	-	-	-	-
Ongoing	125	194	232	200	200
Loans	24,800		9,000		
C. <u>Education and Human Resources</u>					
<u>Grants</u>	<u>10,540</u>	<u>10,002</u>	<u>1,410</u>	<u>1/</u>	<u>1/</u>
New	-	688	1,150	1,151	
Ongoing	540	314	260	250	250
Loans	10,000	9,000	-		
D. <u>Selected Development</u>					
<u>Problems</u>	<u>300</u>	<u>5,498</u>	<u>5,623</u>	<u>1/</u>	<u>1/</u>
Grants					
New		720	175		
Ongoing	300	778	448	450	450
Loans		4,000	5,000		

1/ To be determined.

TABLE I (Continued)

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COLOMBIA

	<u>FY 1974</u> <u>Actual</u>	<u>FY 1975</u> <u>Estimate</u>	<u>FY 1976</u> <u>Request</u>	<u>FY 1977</u> <u>Projection</u>	<u>FY 1978</u> <u>Projection</u>
II. <u>Other Appropriations</u>	<u>257</u>	<u>624</u>	<u>435</u>	-	-
Narcotics	257	624	435	-	-
III. <u>Other Commitments</u>					
<u>HIG</u>					
PL 480 Title I Shipments	12,000	26,000 ^{2/}	19,000 ^{2/}	1 _{1/}	1 _{1/}
PL 480 Title II Shipments ^{3/}	4,973	6,079	5,454	4,454	3,569
<u>TOTAL COMMITMENTS</u>	<u>53,675</u>	<u>58,015</u>	<u>51,766</u>	<u>1 _{1/}</u>	<u>1 _{1/}</u>

_{1/} To be determined.

_{2/} Commitments

_{3/} Net requirements from line 8 of AER.

TABLE II

COLOMBIA

Summary of Commitments by Area of Concentration
(\$ thousands)

Area of Concentration: Food and Nutrition

	<u>FY 1974</u> <u>Actual</u>	<u>FY 1975</u> <u>Estimate</u>	<u>FY 1976</u> <u>Request</u>	<u>FY 1977</u> <u>Projection</u>	<u>FY 1978</u> <u>Projection</u>
<u>Development Loans</u>		<u>8,000</u>	<u>9,000</u>	<u>*1/</u>	<u>*1/</u>
Improving Nutrition Systems		6,000			
Regional Development		2,000	2,000		
Increased Food Supply and Distribution			5,000		
C E C O R A			2,000		
<u>Development Grants</u>	<u>210</u>	<u>568</u>	<u>572</u>	<u>*1/</u>	<u>*1/</u>
Nutrition		258	270		
Technical Support	210	310	302	300	300
<u>P.L. 480 Title I Shipments</u>	<u>12,000</u>	<u>26,000</u> ^{2/}	<u>19,500</u> ^{2/}	<u>*1/</u>	<u>*1/</u>
	^{3/}	^{3/}	^{3/}		
<u>P.L. 480 Title II Shipments</u>	<u>4,973</u>	<u>6,079</u>	<u>5,454</u>	<u>4,454</u>	<u>3,569</u>
1. Maternal and Child Feeding	2,310	4,194	3,569	3,569	3,569
2. School feeding	2,126	1,279	1,279	279	
3. Other	537	606	606	606	
 <u>TOTAL COMMITMENTS</u>	 <u>17,183</u>	 <u>40,647</u>	 <u>34,026</u>	 <u>*1/</u>	 <u>*1/</u>
	=====	=====	=====	=====	=====

*1/ To be determined.

2/ Commitments.

3/ Net requirement from line B of AER.

TABLE II

COLOMBIA

Summary of Commitments by Area of Concentration
(\$ thousands)

Area of Concentration: Population Planning and Health

	<u>FY 1974</u> <u>Actual</u>	<u>FY 1975</u> <u>Estimate</u>	<u>FY 1976</u> <u>Request</u>	<u>FY 1977</u> <u>Projection</u>	<u>FY 1978</u> <u>Projection</u>
<u>Development Loans</u>	<u>24,800</u>		<u>9,000</u>	<u>1/</u>	<u>1/</u>
Health Sector	17,300				
INSFOPAL	7,500				
Rural Sanitation			4,000		
Health Equipment and Supplies			5,000		
<u>Development Grants</u>	<u>595</u>	<u>1,244</u>	<u>1,282</u>	<u>1/</u>	<u>1/</u>
Population (150)	470	1,050	1,050	1,050	1,050
Technical Support	125	194	232	200	200
TOTAL COMMITMENTS	<u>25,395</u> =====	<u>1,244</u> =====	<u>10,282</u> =====	<u>1/</u> =====	<u>1/</u> =====

1/ To be determined.

TABLE II

COLOMBIA

Summary of Commitments by Area of Concentration
(\$ thousands)

Area of Concentration: Education and Human Resources Dvelopment

	<u>FY 1974</u> <u>Actual</u>	<u>FY 1975</u> <u>Estimate</u>	<u>FY 1976</u> <u>Request</u>	<u>FY 1977</u> <u>Projection</u>	<u>FY 1978</u> <u>Projection</u>
<u>Development Loans</u>	<u>10,000</u>	<u>9,000</u>		<u>1/</u>	<u>1/</u>
Education Sector	10,000				
Education Technology		9,000			
<u>Development Grants</u>	<u>540</u>	<u>1,002</u>	<u>1,410</u>	<u>1/</u>	<u>1/</u>
Public Safety (066)	328				
Tax Administration (100)	120				
Technical Support	92	314	260	250	250
Public Sector Management		450	912	900	
Non-Formal Education		159	159	159	
Educational Technology		79	79	92	
TOTAL COMMITMENTS	<u>10,540</u>	<u>10,022</u>	<u>1,410</u>	<u>1/</u>	<u>1/</u>

1/ To be determined.

TABLE II

COLOMBIA

Summary of Commitments for Activities
Outside Areas of Concentration
(\$ Thousands)

	<u>FY 1974</u> <u>Actual</u>	<u>FY 1975</u> <u>Estimate</u>	<u>FY 1976</u> <u>Request</u>	<u>FY 1977</u> <u>Projection</u>	<u>FY 1978</u> <u>Projection</u>
<u>Development Loans</u>		<u>4,000</u>	<u>5,000</u>	<u>1/</u>	<u>1/</u>
Small Industry		4,000			
Science and Technology			5,000		
<u>Development Grants</u>	<u>557</u>	<u>2,122</u>	<u>1,058</u>	<u>1/</u>	<u>1/</u>
Block Grant	200	350	200	200	200
Special Development Activities	44	50	50	50	50
Narcotics Interdiction <u>2/</u>	257	624	435		
Technical Support	56	178	198	200	200
Science and Technology		220	175		
F C H Housing		500			
Program Development Grant		200			
<u>TOTAL COMMITMENTS</u>	<u>557</u>	<u>6,122</u>	<u>6,058</u>	<u>1/</u>	<u>1/</u>
	====	=====	=====	=====	=====

1/ To be determined.

2/ Appropriation category is Narcotics. All other are Special Development Problems.

PL-480 Title I

A program involving 100,000 metric tons of PL-480 Title I wheat is estimated for FY 1976. This estimate is very tentative for at least 3 reasons:

- 1) We do not know what the final FY 1975 program will be because there has been no response so far to the pending 150,000 metric ton request;
- 2) President-elect Lopez will most likely reduce the subsidies applicable to wheat, though to an unknown degree, thus raising the price with obvious but unquantifiable effects on consumption; and
- 3) Given the fluctuations in the world wheat market in recent years and present uncertainties regarding the 1974 U.S. wheat crop, it is unusually difficult to predict availability and price levels a year in advance.

The value of the FY 76 estimate should be in the neighborhood of \$18-20 million. Since only CUP local currency is generated in Colombia, and most of the proceeds are in dollars, only the concessional terms of these sales benefit Colombia.

The program is justified as a reduction from requested FY 75 levels in view of Colombia's presently healthy foreign exchange position. It is not, however, proposed to reduce the program more drastically because of the decade-long Colombian dependency on PL-480 wheat, allowing diversification into other crops more suitable for Colombia. Availability of a substantial amount of wheat on concessional terms should also make it relatively easier for the new government to reduce current subsidies, a budgetary move strongly supported in terms of Colombia's overall economic development.

Finally, the PL-480 program encourages Colombia to continue relying almost entirely on the U.S. for commercial wheat purchases.

COLOMBIA

TABLE III

(MT Thousands)
(\$ Millions)

PL 480 Title I Agreements and Shipments

Commodity	FY 1974 Estimate		FY 1975 Request		FY 1976 Request		Carryover To FY 1977 (MT)
	Agreements (MT)	Shipments (MT)	Agreements (\$)(MT)	Shipments (\$)(MT)	Agreements (\$)(MT)	Shipments (\$)(MT)	
wheat	62	62	20.4	10.2	13.6	6.8	6.8
	1/		-0-	75	100	50	50

1/ FY-73 agreement (which was extended into FY-74) provided for 89,000 MT. However, purchase authorization was issued for only 74,700 MT. Due to price increases Colombians were able to purchase only 62,000 MT within dollar amount of PA.

PL-480 Title I - Wheat Supply and Distribution
000 Metric Tons by Fiscal Years

	<u>1974</u>	<u>1975</u>	<u>1976</u>
Beginning Stocks	3.2	75.2	60.2
Production	50.0	55.0	60.0
Imports	460.0	390.0	360.0
Commercial	397.8	240.0	260.0
PL-480	62.2	150.0	100.0
Total Supply	513.2	520.2	480.2
Consumption	433.0	450.0	450.0
Exports (Contraband)	5.0	10.0	10.0
Ending Stocks	75.2	60.2	20.2
Total Distribution	513.2	520.2	480.2

FY 75-76 PL 480 TITLE II - Supplementary Feeding Program

USAID has reduced the Title II level in Colombia from US\$11,000,000 in FY-72 to US\$5,000,000 in FY-75 by eliminating the following programs: animal feeding, institutional feeding for old persons, food for work, school snacks, summer camps and hospital and recuperation centers feeding. This reduction of more than 50% was accomplished because of the Government of Colombia's ability and willingness to absorb into their own feeding programs a good number of the former Title II program beneficiaries. Over this same period, the voluntary agencies and the Colombian authorities have been able to program additional supplementary feeding for the high priority pregnant and lactant mothers and pre-school child group. This program complements the efforts of the Ministry of Health to provide mother and child care services, including family planning, to a higher percentage of the urban and rural poor population, and will continue to be one part of Colombia's developing nutrition policy and strategy.

This request for FY-76 maintains the same programmed levels of beneficiary as FY-75. There are two reasons for this strategy: (1) We believe the GOC needs time to absorb the 365,000 school snack beneficiaries that were dropped at the beginning of FY-75; and (2) we think it unwise to suggest sizeable program changes prior to the installation of the new government. However, when the AER is prepared in January, after discussions with the new government, some changes may develop in requested program level.

As we indicated in the DAP, we will continue to decrease the amount of Title II foods in the supplementary feeding program in Colombia, as the GOC is increasingly able to provide its own food resources to those programs. It appears that this program will last an additional four or five years and the FY-76 cost will be US\$5,000,000.

PART II

FY 75 LOAN PROJECT - Regional Development (META)

An integrated regional approach to development offers an opportunity to mobilize available resources to focus on a specific area, aimed in the short run at achieving secondary objectives-such as employment creation or higher income-as a means to a longer term critical development objective such as expansion of the agricultural frontier. In Colombia requirements for a regional approach would include political support, infrastructure, a coordinating mechanism, and a nearby urban market with sizable private resources.

Seeking to increase the food supply in the longer term, a Regional Development loan would attempt to provide a series of coordinated government services, e.g. transportation, primary schools, health posts, agricultural credit and extension services to currently unsettled and/or unexploited geographic areas. Some of these services would be financed under the loan; others may be provided as part of ongoing GOC or new other donor programs. By providing the services exploitation by the private sector of under-utilized resources could be encouraged.

USAID has identified two areas which might utilize the Regional Development approach: the Department of Meta in FY 75, and the Department of Choco in FY 76. In the case of the Meta, USAID may wish initially to concentrate on technical assistance to carry out long term planning and to bring to the commercial sector some possibilities for improved land use. Credit may also be found to be a useful mechanism to accomplish the latter. In essence the approach would principally be one of channeling regional growth rather than getting it started. An IDB colonization project is active in the area but there is very little other activity in the Department. A project objective might be to increase other donor interest.

The total cost for the initial effort would be \$2 million with a three year implementation period. This loan was not included in the FY 75 Congressional Presentation.

FY 75 LOAN PROJECT - Improving Nutrition Systems

This loan provides further assistance in developing the national nutrition policy and providing alternative strategies to supplementary feeding in improving the nutrition status of the country's poor. It is believed that the pilot projects developed in the USAID grant project will provide stimulus to several well defined strategies which would lead to joint GOC/AID funding.

The loan would make available funds to a variety of implementing agencies to carry out specific nutrition strategies or parts of strategies. They would include: the Ministry of Agriculture, IDEMA (Instituto de Mercadeo Agropecuario), Corabastos (Corporación de Abastos de Bogotá), Corfomento (Corporación de Fomento), ICBF (Instituto Colombiano de Bienestar Familiar), Ministry of Health, and Ministry of Education. The following indicate some of the areas, within the nutrition system, in which investments might be made:

- a. Fortification - provide low cost capital and modern equipment to food industry to produce and market fortified food products to the poor consumer.
- b. Distribution - assist small retailers with TA, loans, and equipment (trucks) to develop wholesale buyers cooperatives to reduce prices.
- c. Communication and education - to develop mass communication techniques as well as improved group training techniques to off set negative trends, such as Colombia is experiencing in breast feeding, to change food consumption habits so as to improve utilization of protein rich or enriched foods and to provide backup to GOC crop development efforts.
- e. Production - to provide incentives in pricing or low cost loans for specific crops, such as beans, so that farmers can increase production and sell that increased production at reasonable prices. These food systems' interventions may call for a concerted investment in production, distribution, marketing and consumer education by different agencies in coordination to have the desired widespread effect on nutrition.

Aside from the other donor inputs previously mentioned in the nutrition grant project, the World Bank is studying the possibility of a loan to build production facilities for a GOC operated vegetable mix plant.

This loan would be disbursed over a year and a half period of mid 1975 to end of 1976. Since a variety of implementing agencies and projects are envisioned, it is suggested that funds be released as sub-projects are developed rather than through normal budget cycles. The amount requested is from \$5 to \$7 million dollars.

FY 75 GRANT TA PROJECT - Nutrition

The proposed nutrition project is a natural outgrowth of GOC and USAID efforts in the health sector. It has been clear in the health analysis activities that malnutrition is still a major health problem and despite large and sophisticated supplementary feeding activities by the GOC, WFP, CARE and CRS, malnutrition is still a major cause of death and illness in children and adults. President Pastrana established a National Multisector Nutrition Committee two years ago and a support unit in the National Planning Department whose purpose was to establish a nutrition policy and to concentrate the efforts of agriculture, health, and education at finding improved solutions to the nutrition problem.

This project was developed in response to the progress made in the development of a national nutrition strategy. The basis for such a policy has been printed and presented at a meeting of LA Ministers of Health. The project will provide short-term training in nutrition planning and programming strategies (M. I. T. for example) to leading policy makers in agriculture, health, and nutrition. Short-term technical assistance will be provided in planning, food fortification, commercial food distribution and production. The project's objective is to develop pilot projects with private and public agencies in the areas of food fortification, food distribution, nutrition education, mass communications, and food production. The major beneficiaries will be the 40% of the population who can not afford a basic diet under current conditions.

Assistance in the area of policy and planning activities has come from UNICEF and FAO. Supplementary feeding programs have been established by WFP, CARE and CRS. Pilot nutrition research projects are being assisted by Ford Foundation, National Academy of Sciences, World Bank and AID/W. Fortification research has been assisted by OAS, FAO, and Holland.

Unfortunately to date little assistance has been given in the area of nutrition project design and implementation in which we feel that AID has done pioneer work and has available technical assistance.

James Pines, a Trans Century Corp consultant funded by AID/W has indicated that sufficient study and research already exists in Colombia what is needed are some pilot projects in improving nutrition. If the results prove cost effective and feasible, they should be the basis for an action oriented nutrition policy.

This project should run for two years and provide for sufficient T.A., training and local costs to thoroughly develop a broader and more systematic approach to deal with nutrition problems. It is possible that certain approaches will be assisted by a loan in the nutrition area to provide needed capital funds or equipment to expand rapidly a particular nutrition operation. The anticipated costs are \$258 thousand for FY 1975 and \$270 thousand for FY 1976.

PROJECT BUDGET TABLE
(\$ thousands)

TABLE V

Project Title Nutrition

Financing Dates (FY)

Project Number <u>(New Project)</u>	Obligations	<u>Begin</u>	<u>End</u>
Appropriation <u>Food and Nutrition</u>	Expenditures	FY 1975	FY 1978
Estimated Total Costs: A. Per Latest PROP \$ <u>NA</u>	B. Per Current Estimate \$ <u>528</u>		

Project Budget & Expenditures	Personnel				Participants		Commodities	Other Costs	Total
	U.S.	Local/TCN							
	\$	MM	\$	MM	\$	MM	\$	\$	\$
FY 1974 Oblig.-Total									
Direct									
PASA									
Contract									
FY 1974 Expend.-Total									
Direct									
PASA									
Contract									
6/30/74 Unliq.-Total									
Direct									
PASA									
Contract									
FY 1975 Oblig.-Total	40.	12			18.	18		200.	258.
Direct					18.	18		200.	218.
PASA									
Contract	40.	12							40.
FY 1975 Expend.-Total	24.	7			13.	12		160.	197.
Direct					13.	12		160.	173.
PASA									
Contract	24.	7							24.
6/30/75 Unliq.-Total	16.	5			5.	6		40.	61.
Direct					5.	6		40.	45.
PASA									
Contract	16.	5							16.
FY 1976 Oblig.-Total	40.	12			30.	30		200.	270.
Direct					30.	30		200.	230.
PASA									
Contract	40.	12							40.
FY 1976 Expend.-Total	34.	11			25.	34		192.	251.
Direct					25.	34		192.	217.
PASA									
Contract	34.	11							34.

TABLE VI

PROJECT PASA/CONTRACT/GRANT BACK-UP BUDGET TABLE
(\$ thousands)

Project Number Nutrition

PASA/Contract Name To be determined

Contract No. From (mo/yr) To (mo/yr)	Funding Periods		
	Current FY 1974	Proposed FY 1975	Projected FY 1976

Budget & Expenditures	Personnel				Participants		Commodities	Other Costs	Total
	U.S.		Local/TCN		\$.	MM			
	\$	MM	\$	MM			\$	MM	\$
FY 1974 Obligations									
FY 1974 Expenditures									
6/30/74 Unliquidated									
FY 1975 Obligations	40.	12							40.
FY 1975 Expenditures	24.	7							24.
6/30/75 Unliquidated	16.	5							16.
FY 1976 Obligations	40.	12							40.
FY 1976 Expenditures	34.	11							34.

TABLE VII

Project Number Nutrition

PROJECT PASA/CONTRACT/GRANT PERSONNEL TABLE
(\$ thousands)

FY 1975 Obligations		FY 1976 Obligations	
No.	MMS	No.	MMS
4	12	4	12
	40,000		40,000

U.S. Contract Technicians

FY 1975 Obligations		FY 1976 Obligations	
No.	MMS	No.	MMS
4	12	4	12
	40,000		40,000

Long-term
Short-term

Personnel (PASA/Contract/Grant Implementing agent, and position title)	Actual FY 1974		Estimated FY 1975		Projected FY 1976		Projected FY 1977		
	On- board 6/30/ 74	MMS	Ex- pendi- tures (\$000)	On- board 6/30/ 75	MMS	Ex- pendi- tures (\$000)	On- board 6/30/ 77	MMS	Ex- pendi- tures (\$000)
Nutrition Planning Adv.		3	7.		3	8.		3	8.
Nutrition Specialist		3	5.		3	6.		3	6.
Marketing & Distribution Specialist		3	6.		3	10.		3	10.
Food Fortification Specialist		3	6.		3	10.		3	10.

(for contract
personnel only)

TABLE VIII

Project No. Nutrition

PROJECT PARTICIPANT TRAINING TABLE
(\$ thousands)

	DIRECT AID									CONTRACT		
	U.S. Academic			U.S. Non-Academic			3rd Country			No.	MMs	\$
	No.	MMs	\$	No.	MMs	\$	No.	MMs	\$			
FY 1974 Obligations												
Long-term - new												
Long-term - continuing												
Short-term												
FY 1974 Expenditures												
Long-term - new												
Long-term - continuing												
Short-term												
Unliquidated Oblig. - 6/30/74												
Long-term - new												
Long-term - continuing												
Short-term												
FY 1975 Obligations				12	18	18.						
Long-term - new												
Long-term - continuing												
Short-term				12	18	18.						
FY 1975 Expenditures				8	12	13.						
Long-term - new												
Long-term - continuing												
Short-term				8	12	13.						
Unliquidated Oblig. - 6/30/75				4	6	5.						
Long-term - new												
Long-term - continuing												
Short-term				4	6	5.						
FY 1976 Obligations				20	30	30.						
Long-term - new												
Long-term - continuing												
Short-term				20	30	30.						
FY 1976 Expenditures				17	34	25.						
Long-term - new												
Long-term - continuing												
Short-term				17	34	25.						

Project Number Nutrition

TABLE IX

COMMODITY AND OTHER COST BUDGET TABLE
(\$ thousands)

Commodity Budget

6/30/74 Unliquidated (type and amount)

FY 1975 Obligations (type and amount)

FY 1976 Obligations (type and amount)

Other Cost Budget

6/30/74 Unliquidated (type and amount)

FY 1975 Obligations (type and amount)

Several nutrition pilot projects with
GOC and private agencies \$200

FY 1976 Obligations (type and amount)

Several nutrition pilot projects with
GOC and private agencies \$200

PROJECT BUDGET TABLE
(\$ thousands)

TABLE V

Project Title Technical Support
Food and Nutrition

Financing Dates (FY)

Project Number 514-15-999-000.1

Obligations Expenditures	Begin	End
	July 73	Continuing
	July 73	"

Appropriation Food and Nutrition

Estimated Total Costs: A. Per Latest PROP \$ NA B. Per Current Estimate \$ NA

Project Budget & Expenditures	Personnel				Participants		Commod- ities	Other Costs	Total
	U.S.		Local/TCN		\$	MM			
	\$	MM	\$	MM					
FY 1974 Oblig.-Total	64	42			4	6	4	138	210
Direct	7	2			4	6	4	10	25
PASA	57	16							57
Contract								128	128
FY 1974 Expend.-Total	33	13					1	15	49
Direct	6	2					1	8	15
PASA	27	8							27
Contract								7	7
6/30/74 Unliq.-Total	21	7			4	6	3	123	151
Direct	1	1			4	6	3	2	10
PASA	20	6							20
Contract								121	121
FY 1975 Oblig.-Total	218	70			30	40	22	40	310
Direct					30	40	22		52
PASA	128	36							128
Contract	90	34						40	130
FY 1975 Expend.-Total	216	53			24	32	13	99	352
Direct	1				24	32	13	2	40
PASA	134	38							134
Contract	81	30						97	178
6/30/75 Unliq.-Total	23	6			10	14	12	62	107
Direct					10	14	12		22
PASA	14	4							14
Contract	9	4						62	71
FY 1976 Oblig.-Total	197	45			30	38	25	50	302
Direct					30	38	25		55
PASA	97	26							97
Contract	100	38						50	150
FY 1976 Expend.-Total	198	46			32	40	22	67	319
Direct					32	40	22		54
PASA	100	27							100
Contract	98	38						67	165

TABLE VI

PROJECT PASA/CONTRACT/GRANT BACK-UP BUDGET TABLE
(\$ thousands)

Project Number 511-15-999-000.1

PASA/Contract Name USDA/PASA

Contract No. From (mo/yr) To (mo/yr)	Funding Periods		
	Current FY 1974	Proposed FY 1975	Projected FY 1976
	July 1/74		
		June 30/75	

Budget & Expenditures	Personnel				Participants		Com-modities	Other Costs	Total
	U.S.		Local/TCN		\$.	MM			
	\$	MM	\$	MM			\$	\$	\$
FY 1974 Obligations	57	16							57
FY 1974 Expenditures	27	8							27
6/30/74 Unliquidated	20	6							20
FY 1975 Obligations	128	36							128
FY 1975 Expenditures	134	38							134
6/30/75 Unliquidated	14	4							14
FY 1976 Obligations	97	26							97
FY 1976 Expenditures	100	27							100

TABLE VII

Project Number 514-15-999-000.1

PROJECT PASA/CONTRACT/GRANT PERSONNEL TABLE
(\$ thousands)

FY 1975 Obligations		FY 1976 Obligations	
No.	MMs	No.	MMs
2	24	2	24
17	34	19	38
			\$000
			85
			100

U.S. Contract Technicians

Long-term
Short-term

Personnel (PASA/Contract/Grant implementing agent, and position title)	Actual FY 1974			Estimated FY 1975			Projected FY 1976			Projected FY 1977		
	On- board 6/30/ 74	MMs	Ex- pendi- tures (\$000)	On- board 6/30/ 75	MMs	Ex- pendi- tures (\$000)	On- board 6/30/ 76	MMs	Ex- pendi- tures (\$000)	On- board 6/30/ 77	MMs	Ex- pendi- tures (\$000)
1 Sector Analysis Specialist	1	3	10	1	10	32	1	12	30			
1 Infrastructure Economist	--	5	17	1	10	55	1	12	55			
1 Economist					1	3						
1 Economist					5	15		5	11			
1 Economist					5	14						
1 Economist					3	10						
1 Secretary					2	4						
1 Clerk					2	1			1			
Other Short-term Non-Project Consultants	---	--	--	---	30	81	--	38	98			

(for contract
personnel only)

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TABLE VIII

Project No. 514-15-999-000.1

PROJECT PARTICIPANT TRAINING TABLE
(\$ thousands)

	DIRECT AID									CONTRACT		
	U.S. Academic			U.S. Non-Academic			3rd Country			No.	MMs	\$
	No.	MMs	\$	No.	MMs	\$	No.	MMs	\$			
FY 1974 Obligations				1	6	4						
Long-term - new												
Long-term - continuing												
Short-term				1	6	4						
FY 1974 Expenditures												
Long-term - new												
Long-term - continuing												
Short-term												
Unliquidated Oblig. - 6/30/74						4						
Long-term - new												
Long-term - continuing												
Short-term				1	6	4						
FY 1975 Obligations				20	40	30						
Long-term - new												
Long-term - continuing												
Short-term				20	40	30						
FY 1975 Expenditures				16	32	24						
Long-term - new												
Long-term - continuing												
Short-term				16	32	24						
Unliquidated Oblig. - 6/30/75				7	14	10						
Long-term - new												
Long-term - continuing												
Short-term				7	14	10						
FY 1976 Obligations				19	38	30						
Long-term - new												
Long-term - continuing												
Short-term				19	38	30						
FY 1976 Expenditures				20	40	32						
Long-term - new												
Long-term - continuing												
Short-term				20	40	32						

Project Number 514-15-999-000.1

TABLE IX

COMMODITY AND OTHER COST BUDGET TABLE
(\$ thousands)

Commodity Budget

6/30/74 Unliquidated (type and amount)

FY 1975 Obligations (type and amount)

FY 1976 Obligations (type and amount)

Other Cost Budget

6/30/74 Unliquidated (type and amount)

-Technical Services to DANE \$ 68
-Technical Assistance to Univ. del Valle

FY 1975 Obligations (type and amount)

-Invitational Travel \$ 10
-Pilot Development Project 30

FY 1976 Obligations (type and amount)

-Invitational travel \$ 10
-Pilot Development Project 30

FY 75 GRANT TA PROJECT - Population

In the last three decades Colombia has experienced a rapid population growth due to a decline in mortality rates attributable to improvements in environmental and health conditions.

Ten years ago, a group of leaders, mostly physicians, started the first family planning activities. Since then this activity has grown into an organization (Profamilia) with more than 42 clinics over the country. The government also has accepted family planning and is providing family planning services in more than 800 health posts through the maternal-child care program and 40 hospitals in a post partum program.

Colombia has become one of the leading countries in Latin America in the development of a population policy. Several years ago the government included population as a variable within the development plans and created a council on population that recently developed into a more formal organization, the Population and Environmental Council, chaired by the President of the Republic, and whose members are at the Cabinet level. Its most recent strategy document called for a massive four year program from 1974-1977 and \$37 million dollars of outside assistance to make family planning services available to those who desire them.

AID has assisted Colombia in population for several years through the Demographic Research Project, providing funds for demographic research, educational materials, and training to the public and private sectors. Plans are to continue these efforts with the demographic research proposals based more on Colombian information needs, training to include more leaders outside the health field and educational materials and equipment for Ministry/Maternal Child Health Division program. Funds from the Health Sector loan will be made available to the Ministry of Health/Maternal Child Care Project. This project will

make available funds to the private family planning association (Profamilia) for education and communications programs and extension of rural services. Emphasis will continue on human resources development and research, but increased attention will be given to making available family planning services; information and education through mass media and personnel communication, particularly to rural and marginal urban areas; and to explore new ideas of how to attack the population growth problem, specifically through a multidisciplinary approach.

Many international agencies and foundations have provided valuable financial and technical assistance to the various programs in Colombia. These include, among others, PAHO, the Population Council, IPPF, Pathfinder Fund, Ford Foundation and recently USAID through the Health Sector Loan.

This project is in line with the current National Planning Department strategy document approved by the Population and Environmental Council. USAID grant funds for that period are estimated at about \$1 million per year during the four year program period.

PROJECT BUDGET TABLE
(\$ thousands)

TABLE V

Project Title <u>Population</u>		Financing Dates (FY)	
Project Number <u>514-11-580-150</u>	Obligations Expenditures	Begin	End
Appropriation <u>PN</u>		FY-1968	FY-1978
Estimated Total Costs: A. Per Latest PROP \$ _____		FY-1968	FY-1979
		B. Per Current Estimate \$ <u>6.804</u>	

Project Budget & Expenditures	Personnel				Participants		Commodities	Other Costs	Total
	U.S.	Local/TCN							
	\$	MM	\$	MM	\$	MM	\$	\$	\$
FY 1974 Oblig.-Total	97.	66			325.	303	20.	28.	470.
Direct	3.	1			325.	303	20.	28.	376.
PASA									
Contract	94.	65							94.
FY 1974 Expend.-Total	157.	105			337.	574	20.	27.	541.
Direct	2.	1			337.	574	20.	27.	386.
PASA									
Contract	155.	104							155.
6/30/74 Unliq.-Total	61.	44			285.	653		2.	348.
Direct					285.	653		2.	287.
PASA									
Contract	61.	44							61.
FY 1975 Oblig.-Total	20.	6			210.	246	40.	780.	1.050.
Direct					210.	246	40.	130.	380
PASA									
Contract	20.	6						650.	670.
FY 1975 Expend.-Total	77.	49			340.	371	40.	624.	1.081
Direct					340.	371	40.	104.	484.
PASA									
Contract	77.	49						520.	597.
6/30/75 Unliq.-Total	4.	1			137.	118		156.	297.
Direct								26.	26.
PASA									
Contract	4.	1			137.	118		130.	271.
FY 1976 Oblig.-Total	20.	6			240.	231	10.	780.	1.050.
Direct					240.	231	10.	130.	380.
PASA									
Contract	20.	6						650.	670.
FY 1976 Expend.-Total	19.	6			160.	161	10.	749.	938.
Direct					160.	161	10.	125.	295.
PASA									
Contract	19.	6						624.	643.

TABLE VI

PROJECT PASA/CONTRACT/GRANT BACK-UP BUDGET TABLE
(\$ thousands)

Project Number 514-11-580-150

PASA/Contract Name To be Determined

Contract No. From (mo/yr) To (mo/yr)	Funding Periods		
	Current-FY 1974	Proposed-FY 1975	Projected-FY 1976
	January 1975		
			June 30, 1976

Budget & Expenditures	Personnel				Participants		Commodities	Other Costs	Total
	U.S.		Local/TCN						
	\$	MM	\$	MM					
FY 1974 Obligations									
FY 1974 Expenditures									
6/30/74 Unliquidated									
FY 1975 Obligations	20.	6							20.
FY 1975 Expenditures	16.	5							16.
6/30/75 Unliquidated	4.	1							4.
FY 1976 Obligations	20.	6							20.
FY 1976 Expenditures	19.	6							19.

TABLE VIII

Project No. 514-11-580-150

PROJECT PARTICIPANT TRAINING TABLE
(\$ thousands)

	DIRECT AID									CONTRACT		
	U.S. Academic			U.S. Non-Academic			3rd Country			No.	MAs	\$
	No.	MAs	\$	No.	MAs	\$	No.	MAs	\$	No.	MAs	\$
FY 1974 Obligations	21	215	176.	55	64	134.	1	24	15.			
Long-term - new	12	144	118.				1	24	15.			
Long-term - continuing	9	71	58.									
Short-term				55	64	134.						
FY 1974 Expenditures	27	542	322.	4	8	11.	1	24	4.			
Long-term - new							1	24	4.			
Long-term - continuing	27	542	322.									
Short-term				4	8	11.						
Unliquidated Oblig. - 6/30/74	36	561	182.	53	56	85.	2	36	18.			
Long-term - new	12	144	59.				2	36	18.			
Long-term - continuing	24	417	123.									
Short-term				53	56	85.						
FY 1975 Obligations	15	180	144.	44	66	66.						
Long-term - new	15	180	144.									
Long-term - continuing				44	66	66.						
Short-term												
FY 1975 Expenditures	24	288	260.	57	83	80.						
Long-term - new	12	144	117.									
Long-term - continuing	12	144	143.									
Short-term				53	80	80.						
Unliquidated Oblig. - 6/30/75	4	48	66.	47	70	71.						
Long-term - new												
Long-term - continuing	4	48	36.									
Short-term				47	70	71.						
FY 1976 Obligations	15	180	173.	34	51	67.						
Long-term - new	10	120	118.									
Long-term - continuing	5	60	55.									
Short-term				34	51	67.						
FY 1976 Expenditures	7	84	78.	55	77	82.						
Long-term - new	7	84	78.									
Long-term - continuing												
Short-term				55	77	82.						

Project Number 514-11-580-150

TABLE IX

COMMODITY AND OTHER COST BUDGET TABLE
(\$ thousands)

Commodity Budget

6/30/74 Unliquidated (type and amount)

FY 1975 Obligations (type and amount)

Films, Publications, Printing and Photographic
equipment and training aids \$40.

FY 1976 Obligations (type and amount) \$10.

Other Cost Budget

6/30/74 Unliquidated (type and amount)

- English Lessons \$ 1.

- Invitational Travel \$ 1.

FY 1975 Obligations (type and amount)

- Family Planning Budgetary Support (Profamilia) \$650.

- Demographic Research Projects \$150.

FY 1976 Obligations (type and amount)

- Family Planning Budgetary Support (Profamilia) \$650.

- Demographic Research Projects \$130.

Project No. 514-11-580-150

TABLE IX B

Contraceptives Provided by Other Donors,
Organizations, and Host Country Government

	FY 1974		FY 1975		FY 1976	
	Obligations		Planned Obligations		Proposed Obligations	
	Quantity (MC/Grs)	Costs (\$000)	Quantity (MC/Grs)	Costs (\$000)	Quantity (MC/Grs)	Costs (\$000)
I. Orals-TOTAL	3.015.0	422.1	3.518.0	527.7	4.522.0	723.5
a. <u>Other Bilateral Donors</u>						
Pop Council	15.0	2.1	18.0	2.7	22.0	3.5
b. <u>Private Organizations</u>						
IPPF	2.200.0	308.0	2.500.0	375.0	3.100.0	496.0
Pathfinder Fund						
PPFA/FPIA						
Other						
c. <u>UN</u>	800.0	112.0	1.000.0	150.0	1.400.0	224.0
d. <u>Host Country Government</u>						
II. Condoms-Total	20.1	70.3	50.1	200.6	80.2	360.9
a. <u>Other Bilateral Donors</u>						
Pop Council (gross)	.1	.3	.1	.6	.2	.9
b. <u>Private Organizations</u>						
IPPF (gross)	20.0	70.0	50.0	200.0	80.0	360.0
Pathfinder Fund						
PPFA/FPIA						
Other						
c. <u>UN</u>						
d. <u>Host Country Government</u>						

TABLE VI

PROJECT PASA/CONTRACT/GRANT BACK-UP BUDGET TABLE
(\$ thousands)

Project Number 514-15-999-000.2

PASA/Contract Name Thomas Hyslop

Contract No.	Funding Periods		
	Current FY 1974	Proposed FY 1975	Projected FY 1976
From (mo/yr)		Sept. 74	
To (mo/yr)			Sept. 76

Budget & Expenditures	Personnel				Participants		Commodities	Other Costs	Total
	U.S.		Local/TCN		\$.	MM			
	\$	MM	\$	MM			\$	\$	\$
FY 1974 Obligations									
FY 1974 Expenditures									
6/30/74 Unliquidated									
FY 1975 Obligations	50	12							50
FY 1975 Expenditures	45	11							45
6/30/75 Unliquidated	5	1							5
FY 1976 Obligations	50	12							50
FY 1976 Expenditures	50	12							50

TABLE VI

PROJECT PASA/CONTRACT/GRANT BACK-UP BUDGET TABLE
(\$ thousands)

Project Number 514-15-999-000.2

PASA/Contract Name Short term Non-Project Consultants

Contract No. From (mo/yr) To (mo/yr)	Funding Periods		
	Current FY 1974	Proposed FY 1975	Projected FY 1976

Budget & Expenditures	Personnel				Participants		Commodities	Other Costs	Total
	U. S.		Local/TCN		.	MM			
	\$	MM	\$	MM					
FY 1974 Obligations	36	16							36
FY 1974 Expenditures	14	7							14
6/30/74 Unliquidated	22	9							22
FY 1975 Obligations	70	28							70
FY 1975 Expenditures	83	31							83
6/30/75 Unliquidated	9	2							9
FY 1976 Obligations	80	30							80
FY 1976 Expenditures	80	30							80

TABLE VII

Project Number 514-15-999-000.2

PROJECT PASA/CONTRACT/GRANT PERSONNEL TABLE
(\$ thousands)

U.S. Contract Technicians	FY 1975 Obligations			FY 1976 Obligations		
	No.	MMs	\$000	No.	MMs	\$000
Long-term	1	12	50	1	12	50
Short-term	14	28	70	15	30	80

Personnel (PASA/Contract/Grant implementing agent, and position title)	Actual FY 1974			Estimated FY 1975			Projected FY 1976			Projected FY 1977		
	On- board 6/30/ 74	MMs	Ex- pendi- tures (\$000)	On- board 6/30/ 75	MMs	Ex- pendi- tures (\$000)	On- board 6/30/ 76	MMs	Ex- pendi- tures (\$000)	On- board 6/30/ 77	MMs	Ex- pendi- tures (\$000)
Health Advisor				1	11	45	1	12	50	(for contract personnel only)		
Short-term Non-Project Consultants					31	83		30	80			

TABLE VIII

Project No. 514-15-999-000.2

PROJECT PARTICIPANT TRAINING TABLE
(\$ thousands)

	DIRECT AID									CONTRACT		
	U.S. Academic			U.S. Non-Academic			3rd Country			No.	MMs	\$
	No.	MMs	\$	No.	MMs	\$	No.	MMs	\$			
FY 1974 Obligations			10.			1.						
Long-term - new	1	12	10.									
Long-term - continuing												
Short-term				1	1	1.						
FY 1974 Expenditures												
Long-term - new												
Long-term - continuing												
Short-term												
Unliquidated Oblig. - 6/30/74	1	12	10.	1	1	1.						
Long-term - new	1	12	10.									
Long-term - continuing												
Short-term				1	1	1.						
FY 1975 Obligations				19	28	30.						
Long-term - new												
Long-term - continuing												
Short-term				19	28	30.						
FY 1975 Expenditures	1	12	10.	14	21	23.						
Long-term - new	1	12	10.									
Long-term - continuing												
Short-term				14	21	23.						
Unliquidated Oblig. - 6/30/75				5	8	8.						
Long-term - new												
Long-term - continuing												
Short-term				5	8	8.						
FY 1976 Obligations				23	35	40.						
Long-term - new												
Long-term - continuing												
Short-term				23	35	40.						
FY 1976 Expenditures				22	33	38.						
Long-term - new												
Long-term - continuing												
Short-term				22	33	38.						

Project Number 514-15-999-000.2

TABLE IX

COMMODITY AND OTHER COST BUDGET TABLE
(\$ thousands)

Commodity Budget

6/30/74 Unliquidated (type and amount)

FY 1975 Obligations (type and amount)

-Educational material \$ 15

FY 1976 Obligations (type and amount)

-Educational Material 15

Other Cost Budget

6/30/74 Unliquidated (type and amount)

FY 1975 Obligations (type and amount)

-Invitational travel 10
-Books 10

FY 1976 Obligations (type and amount)

-Invitational Travel 10
-Books 10

FY 75 LOAN PROJECT - Educational Technology

After several sector loans designed principally to provide funds to assist the GOC in implementing its educational reform, USAID now wants to focus on increasing the quality of the educational system's effort to meet development needs through educational technology. This project will relate and systematize three key elements: teacher-training, curriculum development, and instructional materials.

Up to the present the in-service teacher-training has been carried on by a variety of entities which for the most part have had little relationship with the normal schools and universities providing the pre-service teacher preparation. A recent series of decrees has provided for a more unified system in which ICOLPE, the educational research institution, has been broadened in scope and given the responsibility for all in-service training and for the coordination of pre-service programs. ICOLPE will also be responsible for developing a unified but flexible curriculum and for selecting and/or developing appropriate instructional material to support the curriculum. UNESCO will provide the technical assistance for the project and the required funds for the teacher-training and instructional materials will come from the GOC Investment Budget and from the USAID loan on a matching basis.

The instructional materials will consist of course syllabi, teacher guides, and ETV and radio programs, but the main element will be student textbooks which heretofore have been used only to a slight extent in the Colombian public schools, and thus has been the greatest deficiency in the educational program.

Because of the much larger enrollment in the primary schools, the largest part of this project will be related to the lower school; however, instructional materials will also be available to assist in spreading the concept of practical education from the comprehensive secondary schools into the entire secondary school system.

The lack of use of textbooks in the Colombian public schools is paradoxical in that Colombia has, perhaps, the most efficient

publishing industry in Latin America, and community development entities such as the ACPO (Popular Cultural Action Program) have produced excellent learning materials, particularly for the rural sector, at a very low cost.

This project recognizes that it would not be sufficient just to provide the textbooks and instructional materials. First, steps must be taken to be sure that the materials support the curriculum and are officially recognized and accepted by a GOC entity. Through the pre-service and in-service teacher programs the teachers must be shown how to use the materials most effectively.

The fourth element in this educational technology project is evaluation. Evaluative processes will be built in to test and to up-grade the effectiveness of the teacher training program. The curriculum though unified will be flexible enough to permit experimentation and improvements. The instructional materials will be retained long enough to insure reasonable economy, but during this period ICOLPE will have committees working to select and/or develop even more suitable materials.

This educational technology loan will be for 9 million but the project will be for 25 million, including GOC support and technical assistance and other aid from UNESCO. The project will be for 18 months. It is contemplated that an additional loan of 6 million dollars for another 12 month period will be needed to terminate the project.

The breakdown of the cost of the project follows:

ICOLPE-administration, research, evaluation	2,000,000
In-Service Training Program	4,000,000
Assistance to Pre-Service Institutions	2,000,000
Printed Instructional Materials	13,000,000
Mass communication media	1,000,000
Technical Assistance	<u>3,000,000</u>
	25,000,000

TABLE VIII

Project No. 514-11-710-066

PROJECT PARTICIPANT TRAINING TABLE
(\$ thousands)

	DIRECT AID									CONTRACT		
	U.S. Academic			U.S. Non-Academic			3rd Country			No.	MMs	\$
	No.	MMs	\$	No.	MMs	\$	No.	MMs	\$			
FY 1974 Obligations				42	154	146.						
Long-term - new												
Long-term - continuing												
Short-term				42	154	146.						
FY 1974 Expenditures				32	128	109.						
Long-term - new												
Long-term - continuing												
Short-term				32	128	109.						
Unliquidated Oblig. - 6/30/74				13	52	45.						
Long-term - new												
Long-term - continuing												
Short-term				13	52	45.						
FY 1975 Obligations												
Long-term - new												
Long-term - continuing												
Short-term												
FY 1975 Expenditures				13	52	45.						
Long-term - new												
Long-term - continuing												
Short-term				13	52	45.						
Unliquidated Oblig. - 6/30/75												
Long-term - new												
Long-term - continuing												
Short-term												
FY 1976 Obligations												
Long-term - new												
Long-term - continuing												
Short-term												
FY 1976 Expenditures												
Long-term - new												
Long-term - continuing												
Short-term												

Project Number 514-11-710-066

TABLE IX

COMMODITY AND OTHER COST BUDGET TABLE
(\$ thousands)

Commodity Budget

6/30/74 Unliquidated (type and amount)

- Communications equipment	\$ 50.000
- Miscellaneous equipment	8.000

FY 1975 Obligations (type and amount)

FY 1976 Obligations (type and amount)

Other Cost Budget

6/30/74 Unliquidated (type and amount)

Translation and computer services	\$ 4.
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FY 1975 Obligations (type and amount)

FY 1976 Obligations (type and amount)

Project Number 514-11-750-100

TABLE IX

COMMODITY AND OTHER COST BUDGET TABLE
(\$ thousands)

Commodity Budget

6/30/74 Unliquidated (type and amount)

FY 1975 Obligations (type and amount)

FY 1976 Obligations (type and amount)

Other Cost Budget

6/30/74 Unliquidated (type and amount)

- Miscellaneous costs \$ 6.

FY 1975 Obligations (type and amount)

FY 1976 Obligations (type and amount)

Project Number 514-15-999-000.3

PROJECT PASA/CONTRACT/GRANT PERSONNEL TABLE
(\$ thousands)

U.S. Contract Technicians	FY 1975 Obligations			FY 1976 Obligations		
	No.	MMs	\$000	No.	MMs	\$000
Long-term	28	56	140.	26	52	140.
Short-term						

Personnel (PASA/Contract/Grant implementing agent, and position title)	Actual FY 1974			Estimated FY 1975			Projected FY 1976			Projected FY 1977		
	On- board 6/30/ 74	MMs	Ex- pendi- tures (\$000)	On- board 6/30/ 75	MMs	Ex- pendi- tures (\$000)	On- board 6/30/ 76	MMs	Ex- pendi- tures (\$000)	On- board 6/30/ 77	MMs	Ex- pendi- tures (\$000)
Short-term Non-Project Consultants	-	5	29		58	145.		52	141.			
												(for contract personnel only)

TABLE VIII

Project No. 511-15-999-000.3

PROJECT PARTICIPANT TRAINING TABLE
(\$ thousands)

	DIRECT AID									CONTRACT		
	U.S. Academic			U.S. Non-Academic			3rd Country			No.	Mths	\$
	No.	MMs	\$	No.	MMs	\$	No.	MMs	\$	No.	Mths	\$
FY 1974 Obligations				3	5	10.						
Long-term - new												
Long-term - continuing												
Short-term				3	5	10.						
FY 1974 Expenditures				3	5	10.						
Long-term - new												
Long-term - continuing												
Short-term				3	5	10.						
Unliquidated Oblig. - 6/30/74												
Long-term - new												
Long-term - continuing												
Short-term												
FY 1975 Obligations	5	60	50.	33	50	50.						
Long-term - new	5	60	50.									
Long-term - continuing												
Short-term				33	50	50.						
FY 1975 Expenditures	4	48	40.	26	40	40.						
Long-term - new	4	48	40.									
Long-term - continuing												
Short-term				26	40	40.						
Unliquidated Oblig. - 6/30/75	1	12	10.	7	10	10.						
Long-term - new	1	12	10.									
Long-term - continuing												
Short-term				7	10	10.						
FY 1976 Obligations				40	60	80.						
Long-term - new												
Long-term - continuing												
Short-term				40	60	80.						
FY 1976 Expenditures	1	12	10.	33	56	72.						
Long-term - new	1	12	10.									
Long-term - continuing												
Short-term				33	56	72.						

Project Number 514-15-999-000.3

TABLE IX

COMMODITY AND OTHER COST BUDGET TABLE
(\$ thousands)

Commodity Budget

6/30/74 Unliquidated (type and amount)

Demonstration equipment \$ 3.

FY 1975 Obligations (type and amount)

- Educational Material \$ 30.

- Books and Miscellaneous 10.

FY 1976 Obligations (type and amount)

- Educational Material \$ 30.

- Books and Miscellaneous 10.

Other Cost Budget

6/30/74 Unliquidated (type and amount)

Invitational Travel \$ 3.

FY 1975 Obligations (type and amount)

- Invitational Travel \$ 20.

- Miscellaneous 14.

FY 1976 Obligations (type and amount)

Invitational Travel \$ 20.

FY 75 TA PROJECT - Public Sector Management

The quality of public sector management at the national, state and municipal level is a constraint to the provision of better public services in all sectors. It is critical in agriculture, health and education where the provision of services to low income groups assures some degree of equity. There are several managerial bottlenecks in the planning and implementation of programs which restrict the capacity of public agencies to deliver services efficiently. The advisory services and training provided through this four-year program will help the GOC break some of these bottlenecks by focusing on special problems in the management area. The result is expected to be improved public services. Initially AID efforts will focus on four aspects of this constraint:

1. Problems associated with the planning and management of cash flow are perhaps the most critical of the bottlenecks and their effects most pervasive. They decrease efficiency at all levels of government, increase costs and feed inflation. The solution of the cash flow problem would greatly facilitate the more rapid solution of other managerial problems. We propose the creation of a financial coordinating commission to identify key problems in the cash flow process and to seek solutions to them. The commission would be supported by AID advisory services and training.

2. The concentration of decision making and resources at the national level makes it exceedingly difficult to provide public services truly reflecting local needs and to exercise adequate program supervision. The Constitutional reform of 1968 granted State Governors far greater authority over national government programs and other development activities within their jurisdictions than they have been able to exercise, given the existing managerial and technical resources available to them. Indications are that the new Government expects sub-national government to assume a major share of the responsibility for planning, coordinating and delivering services. We propose (a) the creation of a special advisory commission to assist the new Government in implementing its decentralization policies, and (b) the development of a pilot management improvement program in at least two State Governments. AID will assist the GOC in these programs through advisory services and training.

3. Many public service agencies experience severe difficulties in carrying out their programs to meet desired objectives. The problems within the entities are often complex and even unidentified. While the quality of administration may depend upon the incumbent director, he often needs help in understanding his organization and in sifting out its problem areas. A pilot management improvement program is to be established in one or more carefully selected national level agencies to demonstrate the efficiency of systems analysis techniques in identifying and correcting operational problems. It also seeks to train Colombian managers in the use of systems perspectives and methods in achieving maximum organizational performance.

4. The effectiveness of management improvement efforts depends on the managerial competence of key officials at all levels. A most useful focus for AID activity is the support of management development programs for such officials. To achieve this objective, through technical assistance and training we propose to help the School of Public Administration (ESAP) create an executive development institute, and a municipal service organization to provide consulting services and training to smaller municipalities and states. Technical assistance and training through a U.S. university are to be provided to the School of Administration and Finance (EAFIT) to help that entity focus its graduate program in business administration on the problems of urban growth. Some assistance is also planned to a Colombian entity, possibly ESAP, to support the work of Colombian public and private sector groups in developing techniques for (a) better dissemination of economic and development research especially to public sector officials, (b) enabling public policy makers to influence research choices toward more relevant development topics, and (c) improved coordination among research entities.

The total project cost is estimated at \$2,262,000 and will be implemented over a three year period.

A more detailed description of this project is on the following pages.

1. Planning and Management of Cash Flow

The inefficiency of the cash flow system of the GOC is the source of complaints from all levels of government and the private sector. Important programs are delayed. Costs are inflated because vendors and contractors anticipate with higher charges inevitable payment delays. In many cases, agencies and sub-national governments are forced to borrow to meet payroll and other program needs, thus incurring interest costs. Delays in salary payments to employees cause incalculable losses in efficiency, morale, and actual take-home pay.

The cash flow problem is not insoluble. Essentially it involves an examination of the government's payment processes at every step and level, of the mechanisms for planning and forecasting cash requirements, of the inflow of cash into the Treasury, and of the devices, such as "open market" operations, that can be introduced to match cash availability with needs. It involves the development of policies, systems, and procedures that have the simple objective of insuring that all payrolls and other obligations of all agencies and levels of government be met in a timely manner.

The solution to the cash flow problem requires the support and involvement of responsible officials of the agencies participating in the cash flow process. This suggests the creation of a high-ranking coordinating commission to be chaired by the Minister of Finance or his designee, and to include the heads of the following agencies within the Finance Ministry: Taxation, Public Credit, Budget, and Treasury. The President of the Banco de la República or his designee, the Controller General or his designee, and the Director of Planeación Nacional would also be members of the Commission. Additionally, there should be representatives of operating Ministries, such as Education or Agriculture, one or more representatives of the Governors, and possibly representation of municipalities.

This coordinating commission should be functional, operational, and disciplined, with a charter, regularly scheduled meetings, a small full-time supportive staff, and a plan of work. In the examination of specific areas of cash availability and flow, it would make use of task forces composed of highly qualified persons drawn from the constituent agencies, or as necessary from universities or industries.

Illustrative of the subjects that would be included in the commission's plan of work would be:

- (1) the feasibility of adopting a cash or operating budget to supplement present budget execution procedures.
- (2) the apportionment or allotment process.
- (3) purposes served and processes used in various pre-audit steps.
- (4) disbursing procedures, including payroll management.
- (5) cash requirements forecasting.
- (6) financial reporting reliability and timeliness.
- (7) feasibility of open market operations, both as a means of regularizing cash flow and as an instrument of monetary policy.
- (8) debt management.
- (9) disposition of accounts at the end of fiscal periods.
- (10) exploration of alternatives to conventional cash flow procedures such as educational banks or food production foundations.

If the GOC evinces an interest in this approach, or some variation thereof, to the solution of its cash flow problems, AID could assist by funding a consulting contract to provide high quality technical assistance to the commission, and by making funds available for the commission's supporting staff, operating expenses, and training activities. Through this kind of support, until the commission reaches a state of maturity and self-support from the GOC, AID could make a great contribution to the solution of one of the most pervasive problems affecting Colombia's management of resources and the country's development.

The proposed consulting services contract to provide technical assistance to the commission should make long and short term professionals available over a three year period in approximately the following pattern:

	<u>FY 75</u>	<u>FY 76</u>	<u>Beyond</u>
Long term (MM)	16	24	12
Short term (MM)	4	6	4
Estimated cost (including salaries, travel and allowances, and contractors overhead and fixed fee)	\$120,000	\$190,000	\$96,000

Other project costs would include some support of the commission and its staff during the first year, and participant and in-country training, estimated together as follows:

	<u>FY 75</u>	<u>FY 76</u>	<u>Beyond</u>
	\$75,000	\$60,000	\$25,000
Totals	\$195,000	\$250,000	\$121,000

2. Implementing the Government's Decentralization Policy

There appears to exist a national consensus with respect to the need to strengthen the role played by the Departments and municipalities in delivering government services and programs to the people.

Few governors have taken the initiative in program development and coordination that the Constitution confers upon them. Decentralized institutes continue to ignore each other's activities as well as departmental plans and needs, and much effort is duplicated and funds wasted. For the most part, departmental governments lack the managerial and technical capacity needed to assume greater responsibility for developmental activities within their jurisdiction. Municipalities have made little use of information and facilities available at the national level to strengthen property tax collection and make the system more equitable. The provision of municipal service lags and the public suffers in many areas from the quality of services government provides.

The President-elect has stated his intention to carry out the provisions of the 1968 Constitutional Reform by giving the Governors a greater role in planning, coordinating, and carrying out development efforts and national government programs in their Departments. To help the new Government in this effort, we propose the following:

(1) the creation of a special Commission on Inter-Governmental Relations to report directly to the President and serve as his advisor on implementation of his decentralization policies. The Commission would be created as an ad hoc group with the understanding that it would continue

as a permanent body should its work prove useful. Although the composition of the Commission would depend upon how its role would be defined, its representation might include a prestigious public figure as chairman; national, departmental, and municipal officials; and one or more distinguished members from the academic community. The group would have a full-time, well-paid staff.

The Commission would be action oriented. It would serve as a communications and coordination link with departmental and municipal governments.

The functions of the group might include making special studies in such areas as:

1. Division of responsibilities for various public services among national, departmental, and local governments and the corresponding division of resources to finance such services.

2. Exploration of ways to provide a more stable and substantial revenue base for local government through such techniques as using existing national cadastral records and improving appraisal, assessment, and valorization methods.

3. Development of ways to obtain and administer municipal credit, and of concomitant technical assistance in administering projects so financed and in developing repayment capacities.

4. Acting as a clearinghouse for collecting and disseminating information on experiments and the best practices in departmental and municipal administration.

AID would support the Commission through (a) providing advisory services, (b) financing the support staff, including funds for study and information gathering, (c) financing seminars or other training activities directly related to the operations of the Commission, and (d) paying honoraria, per diem, and travel for Commission members and support staff.

Costs are estimated as follows:

	<u>FY 75</u>	<u>FY 76</u>	<u>Beyond</u>
a. Advisory services (24 MM)	\$ 60,000	\$ 60,000	-0-
b. Staff support	40,000	10,000	-0-
c. Training and seminars	25,000	25,000	-0-
d. Travel, honoraria, and other	<u>25,000</u>	<u>25,000</u>	-0-
Totals	\$150,000	\$120,000	-0-

(2) A pilot management improvement program in one or more Departments designed to assist the Governor in coordinating all publicly financed programs operating in his department and to strengthen administration generally at the departmental level.

The program would be centered around the creation of a Departmental Inter-Governmental Committee with a life of three years and including the following representation: The Governor, as chairman; mayors of major municipalities; representatives of departmental decentralized agencies; local representatives of national decentralized agencies; presidents of the departmental asamblea and concejos of the major cities; representatives from prominent private sector institutions; and possibly other representation as appropriate.

Its functions would include assisting in the resolution of inter-governmental disputes, in allocation of resources, and in implementing the 1968 Constitutional provisions.

The Committee could also help the Governor in determining Departmental and municipal government needs for technical assistance and training, including the needs for technical assistance and training, including the needs of the asamblea and concejos, and find ways to meet these needs.

AID might support the Governor through (a) providing advisory services, (b) financing the support staff, including funds for study and information gathering, (c) financing seminars or other training activities directly related to the operations of the Council, and (d) paying honoraria, per diem, and travel for Council members and support staff.

The estimated costs, assuming projects in two Departamentos, are as follows:

	<u>FY 75</u>	<u>FY 76</u>	<u>Beyond</u>
a. Advisory services (60 MM)	\$120,000	\$120,000	\$60,000
b. Staff support	40,000	40,000	20,000
c. Training and seminars	25,000	25,000	15,000
d. Travel, honoraria, and other	<u>25,000</u>	<u>25,000</u>	<u>10,000</u>
Totals	\$210,000	\$210,000	\$105,000

3. Systems Analysis : A Pilot Project

Discussions with the GOC should include exploration of possible interest in a pilot project in one or more national level agencies in which consultant services would be provided to assist the institution in diagnosis management problems which limit its capacity to perform the functions or deliver the services for which it is responsible. The interaction of program components would be analyzed, points of system breakdown identified, and suitable remedial action taken to assure continuous effective performance. Ascertained training needs would be met with appropriate courses, and the entire exercise would be narrated and publicized for the benefit of other agencies and public service training institutions.

The basis of this approach is that management problems which limit operational performance are amenable to system-analysis types of diagnosis and to correction through the use of improved management techniques and effective personnel training. The advantage of this type of diagnostic analysis is that it focuses on overall results and the operational interactions which produce them, and not on organizational structure or the traditional areas of staff facilities and services. The approach is dynamic rather than static and performance oriented rather than concerned with institutional niceties. The interface areas of organizational action become the key points of attention.

The conduct of such diagnostic studies, the development of corrective measures, and the recording of the process have broad training implications both for employees of the agency, interns assigned to the project, and schools of administration. A further benefit to all concerned is the stress placed upon service delivery, institutional responsiveness, client relationships, and public information programs.

The pilot program could be organized in the following manner. An agency, preferably one of small and medium size directly providing public services, requests assistance in solving its management problems. In this way the institution indicates that it recognizes that management problems are limiting its performance and expresses a willingness to undertake the changes necessary to correct these problems.

An outstanding consultant or consulting firm would be selected to guide the diagnostic analysis, offer recommendations for corrective actions, and assist in designing a training program if it is determined that such a program is needed. To facilitate internalization of management evaluation, the institution would assign two or three capable, middle management staff members to participate in the work. Interns in training at educational institutions should also be assigned whenever possible. During the analysis, the consultant, the institution's own staff, and the participating interns would meet periodically with top management as problems are surfaced, and would then provide recommendations and assist in implementing corrective measures.

AID's participation could involve assistance in selecting projects and the consultant or consulting firms to be used on them, financing consulting costs, and the payment of salaries for interns. It would also support financially the training and information program resulting from the completion of the pilot projects.

The consulting firm contract should be a one-shot affair providing 15 MN of service. Costs are estimated as follows:

	<u>FY 75</u>	<u>FY 76</u>	<u>Beyond</u>
Consulting Firm contract	\$ 90,000	- 0 -	- 0 -
Intern, training, and information program	<u>\$ 25,000</u>	<u>\$25,000</u>	<u>- 0 -</u>
Totals	\$115,000	\$25,000	- 0 -

4. Improving the Quality of Management Personnel

The employment and retention of qualified personnel is a long-standing problem within the Colombian public service at all levels. In particular, there is a short supply of trained and capable managers. Key posts in the national ministries and departments, as well as decentralized agencies, are usually filled by political appointment and, while many of the appointees are very capable people, few of them have had prior managerial training. In local government, many employees have had virtually no training at all.

Throughout the government, turnover is high and the private sector continues to draw people away from public service with better opportunities and higher and more certain remuneration.

Solutions to these problems are related to those of cash flow and management improvement generally. They involve better pay, greater job challenge and satisfaction, higher levels of work performance, and effective management development for those who most need it, the top level of government managers and their immediate subordinates.

Various Colombian schools and universities prepare people for public employment, and an official dependency attached to the Department of Civil Service, the Escuela Superior de Administración Pública (ESAP), provides both education and in-service training for the public service throughout the country. Top management seminars or other efforts to improve the managerial competence of key officials and facilitate a dialogue among them regarding management issues are not part of their program, however. As now constituted and staffed, ESAP is preparing young people for public service entry, giving advanced education in specialized areas to some officials, and training many government employees in various administration subjects at the Department and municipal level. ESAP's focus is directed toward middle and lower-level management in the national public service and toward a somewhat higher level at departmental and municipal levels. Basically, it is not reaching high enough to meet top management needs at the national level and not low enough to help solve the problems of the small and middle size municipalities.

Many countries have in recent years set up executive staff colleges, executive training centers, or special institutes for executive development. These centers, such as those at Henley on Thames in England, and Charlottesville, Virginia, in the United States, perform an invaluable service in getting top level government officials together, often with private sector involvement, to participate in seminars and special study sessions on matters of mutual concern. Such seminars, lasting for two to three days and held in locations removed from the pressures of daily work, provide not only opportunities for professional development but also greatly facilitate much needed communication among persons too heavily involved in their daily work to devote time to interagency contact and interchange of information and ideas.

Colombia could certainly use such a center or institute for executive development. For staff support and administrative services, it might well be attached organizationally to ESAP. AID should consider supporting the creation of such a unit through contract between ESAP and an American university with competence in this field. Such competence should be measured by experience in development of managers through programs that expand outlook and facilitate problem solving. The institution chosen should be able to draw on the competence developed in established U.S. programs, including the one at Charlottesville.

To assist ESAP in better meeting the needs of middle size and smaller municipalities, as well as the needs of some Departmental governments, AID might support the creation of a municipal assistance service attached to the school, such as the Brazilian Institute of Municipal Administration (IBAM) in Rio de Janeiro. This might best be done through contract with a consulting firm with experience in Latin America or a university with similar competence.

Efforts of Colombian institutions, such as EAFIT, to relate their programs more clearly to development needs, such as the inter-relationship between rural poverty, urban growth, industrial location, and the nature and level of municipal public services, should be encouraged. Students coming out of schools of business and public administration should be sensitized to these issues and made aware of the technology available for coping with them. A university contract in this area would be appropriate, for more sophisticated methods to prepare students in this field should be introduced.

The quality of public decisions is affected by the lack of access to economic and social development research relating to the formulation and implementation of public policy and by the inability of public policy makers to influence research choices toward subjects more relevant to development needs. These problems are due mainly to the lack of a central clearinghouse for information and to the absence of coordination among public and private research entities throughout the country.

Some public and private sector groups within Colombia are working on the research dissemination problem piecemeal. What is needed to assure the success of the effort nationally is an entity to serve as catalyst for the scattered efforts and to support the creation of a

clearinghouse and better coordination among research groups. The AID role in this activity in the first year is to provide technical assistance and training, probably to ESAP. In the second year of the activity AID funds would support the creation of a national clearinghouse and would make funds available for the support of a national research coordinating group in the public sector.

Costs for the above programs are estimated as follows:

	<u>FY 75</u>	<u>FY 76</u>	<u>Beyond</u>
1. Executive Development Seminar ESAP/University contract	125,000	50,000	50,000
2. Municipal assistance service-ESAP contract with U. S. university or consultants	75,000	75,000	50,000
3. EAFIT proposal	210,000	210,000	- 0 -
4. Other ESAP ventures, research clearinghouse and dissemination	<u>150,000</u>	<u>150,000</u>	<u>100,000</u>
Totals	\$560,000	\$485,000	\$200,000

PROJECT BUDGET TABLE
(\$ thousands)

TABLE V

Project Title Public Sector Management

Financing Dates (FY)

Project Number (New Project)

Obligations

Begin

End

Appropriation Educ. & Human Res.

Expenditures

FY-75

FY-77

Estimated Total Costs: A. Per Latest PROP \$ NA B. Per Current Estimate \$ 2262

FY-75

FY-78

Project Budget & Expenditures	Personnel				Participants		Commodities	Other Costs	Total
	U.S.	Local/TCN							
	\$	MM	\$	MM	\$	MM	\$	\$	\$
FY 1974 Oblig.-Total									
Direct									
PASA									
Contract									
FY 1974 Expend.-Total									
Direct									
PASA									
Contract									
6/30/74 Unliq.-Total									
Direct									
PASA									
Contract									
FY 1975 Oblig.-Total	334.	80			23.	18		93.	450.
Direct					23.	18		53.	76.
PASA									
Contract	334.	80						40.	374.
FY 1975 Expend.-Total	297.	69			18.	14		56.	371.
Direct					18.	14		32.	50.
PASA									
Contract	297.	69						24.	321.
6/30/75 Unliq.-Total	37.	11			5.	4		37.	79.
Direct					5.	4		21.	26.
PASA									
Contract	37.	11						16.	53.
FY 1976 Oblig.-Total	668.	160			47.	32		197.	912.
Direct					47.	32		117.	164.
PASA									
Contract	668.	160						80.	748.
FY 1976 Expend.-Total	620.	148			42.	28		141.	803.
Direct					42.	28		83.	125.
PASA									
Contract	620.	148						58.	678.

TABLE VI

PROJECT PASA/CONTRACT/GRANT BACK-UP BUDGET TABLE
(\$ thousands)

Project Number Public Sector Management

~~PPASA~~/Contract Name To be determined (Cash Flow contract)

Contract No. From (mo/yr) To (mo/yr)	Funding Periods	
	Current FY 1974	Proposed FY 1975 Projected FY 1976
		January 1975
		June 1977

Budget & Expenditures	Personnel				Participants		Com-modities	Other Costs	Total
	U. S.		Local/TCN		\$.	MM			
	\$	MM	\$	MM			\$	\$	
FY 1974 Obligations									
FY 1974 Expenditures									
6/30/74 Unliquidated									
FY 1975 Obligations	83.	18							83.
FY 1975 Expenditures	75.	16							75.
6/30/75 Unliquidated	8.	2							8.
FY 1976 Obligations	165.*	36							165.
FY 1976 Expenditures	148.	33							148.

* 3 Long-term advisors. 12 months each.

TABLE VI

PROJECT PASA/CONTRACT/GRANT BACK-UP BUDGET TABLE
(\$ thousands)

Project Number Public Sector Management

~~PASA~~/Contract Name To be determined (intergovernment relations).

Funding Periods

Contract No.

From (mo/yr)

To (mo/yr)

Current FY 1974	Proposed FY 1975	Projected FY 1976
	January 1975	
		June 1977

Budget & Expenditures	Personnel				Participants		Com-modities	Other Costs	Total
	U.S.		Local/TCN		\$.	MM			
	\$	MM	\$	MM					
FY 1974 Obligations									
FY 1974 Expenditures									
6/30/74 Unliquidated									
FY 1975 Obligations	27.	6							27.
FY 1975 Expenditures	25.	5							25.
6/30/75 Unliquidated	2	1							2.
FY 1976 Obligations	55.*	12							55.
FY 1976 Expenditures	49.	11							49.

* One long-term advisor, 12 months.

TABLE VI

PROJECT PASA/CONTRACT/GRANT BACK-UP BUDGET TABLE
(\$ thousands)

Project Number Public Sector Management

~~PASA~~/Contract Name To be determined (Improve Departments)

Contract No.	Funding Periods	
	Current FY 1974	Proposed FY 1975
From (mo/yr)		January 1975
To (mo/yr)		June 1977

Budget & Expenditures	Personnel				Participants		Commodities	Other Costs	Total
	U.S.		Local/TCN		\$.	MM			
	\$	MM	\$	MM					
FY 1974 Obligations									
FY 1974 Expenditures									
6/30/74 Unliquidated									
FY 1975 Obligations	55.	12							55.
FY 1975 Expenditures	49.	11							49.
6/30/75 Unliquidated	6.	1							6.
FY 1976 Obligations	110.*	24							110.
FY 1976 Expenditures	104.	23							104.

* 2 long-term advisors. 12 m.m. each.

TABLE VI

PROJECT PASA/CONTRACT/GRANT BACK-UP BUDGET TABLE
(\$ thousands)

Project Number Public Sector Management

~~PASA~~/Contract Name To be determined (Pilot Agency Program).

Funding Periods

Contract No.

From (mo/yr)

To (mo/yr)

Current FY 1974	Proposed FY 1975	Projected FY 1976
	January 1975	
		June 1977

Budget & Expenditures	Personnel				Participants		Com- modities	Other Costs	Total
	U. S.		Local/TCN		\$.	MM			
	\$	MM	\$	MM			\$	\$	\$
FY 1974 Obligations									
FY 1974 Expenditures									
6/30/74 Unliquidated									
FY 1975 Obligations	45.	12							45.
FY 1975 Expenditures	40.	11							40.
6/30/75 Unliquidated	5.	1							5.
FY 1976 Obligations	90.*	24							90.
FY 1976 Expenditures	85.	23							85.

* 4 Advisors - 6 months each.

TABLE VI

PROJECT PASA/CONTRACT/GRANT BACK-UP BUDGET TABLE
(\$ thousands)

Project Number Public Sector Management

~~PASA~~/Contract Name To be determined (Improve the quality of managerial personnel).

Contract No. From (mo/yr) To (mo/yr)	Funding Periods	
	Current FY 1974	Proposed FY 1975
		January 1975
		June 1977

Budget & Expenditures	Personnel				Participants		Commodities	Other Costs	Total
	U.S.		Local/TCN		\$.	MM			
	\$	MM	\$	MM			\$	\$	\$
FY 1974 Obligations									
FY 1974 Expenditures									
6/30/74 Unliquidated									
FY 1975 Obligations	45.	12							45.
FY 1975 Expenditures	40.	1							40.
6/30/75 Unliquidated	5.	1							5.
FY 1976 Obligations	90. *	24							90.
FY 1976 Expenditures	85.	23							85.

* 4 Advisors - 6 months each.

TABLE VI

PROJECT PASA/CONTRACT/GRANT BACK-UP BUDGET TABLE
(\$ thousands)

Project Number Public Sector Management

~~PASA~~/Contract Name To be determined (Municipal Assistance Service).

Funding Periods

Current FY 1974	Proposed FY 1975	Projected FY 1976
	January 1975	June 1977

Contract No.
From (mo/yr)
To (mo/yr)

Budget & Expenditures	Personnel				Participants		Com- modities	Other Costs	Total
	U.S.		Local/TCN		.	MM			
	\$	MM	\$	MM					
FY 1974 Obligations									
FY 1974 Expenditures									
6/30/74 Unliquidated									
FY 1975 Obligations	25.	6							25.
FY 1975 Expenditures	22.	5							22.
6/30/75 Unliquidated	3.	1							3.
FY 1976 Obligations	50.	12							50.
FY 1976 Expenditures	49.	11							49.

TABLE VI

PROJECT PASA/CONTRACT/GRANT BACK-UP BUDGET TABLE
(\$ thousands)

Project Number Public Sector Management

PASA/Contract Name To be determined (EAFIT Contract).

Contract No. From (mo/yr) To (mo/yr)	Funding Periods	
	Current FY 1974	Proposed FY 1975 Projected FY 1976
		January 1975
		June 1977

Budget & Expenditures	Personnel				Participants		Com-modities	Other Costs	Total
	U. S.		Local/TCN		.	MM			
	\$	MM	\$	MM			\$	\$	\$
FY 1974 Obligations									
FY 1974 Expenditures									
6/30/74 Unliquidated									
FY 1975 Obligations	10.	3							10.
FY 1975 Expenditures	9.	2							9
6/30/75 Unliquidated	1.	1							1.
FY 1976 Obligations	20.*	6						80.	100.
FY 1976 Expenditures	19.	5							19.

* Two Advisors = 3 months each.

TABLE VII (continued)

Project Number Public Sector Management

PROJECT PASA/CONTRACT/GRANT PERSONNEL TABLE
(\$ thousands)

Personnel (PASA/Contract/Grant implementing agent, and position title)	Actual FY 1974			Estimated FY 1975			Projected FY 1976			Projected FY 1977	
	On- board 6/30/ 74	MMS	Ex- pendi- tures (\$000)	On- board 6/30/ 75	MMS	Ex- pendi- tures (\$000)	On- board 6/30/ 76	MMS	Ex- pendi- tures (\$000)	On- board 6/30/ 77 (for contract personnel only)	Ex- pendi- tures (\$000)
3 Long-term Advisors in Cash Flow					18	75.	3	36	148.		
1 Long-term Advisor in Management Aspects					6	22.	1	12	49.		
2 Long-term Advisors in Management Aspects					12	49.	2	24	104.		
1 Long-term Advisor					6	22.	1	12	48.		

TABLE VIII

Project No. Public Sector Management

PROJECT PARTICIPANT TRAINING TABLE
(\$ thousands)

	DIRECT AID											
	U.S. Academic			U.S. Non-Academic			3rd Country			CONTRACT		
	No.	MMS	\$	No.	MMS	\$	No.	MMS	\$	No.	MMS	\$
FY 1974 Obligations												
Long-term - new												
Long-term - continuing												
Short-term												
FY 1974 Expenditures												
Long-term - new												
Long-term - continuing												
Short-term												
Inliquidated Oblig. - 6/30/74												
Long-term - new												
Long-term - continuing												
Short-term												
FY 1975 Obligations				9	18	23.						
Long-term - new												
Long-term - continuing												
Short-term				9	18	23.						
FY 1975 Expenditures				7	14	10.						
Long-term - new												
Long-term - continuing												
Short-term				7	14	18.						
Inliquidated Oblig. - 6/30/75				2	4	5.						
Long-term - new												
Long-term - continuing												
Short-term				2	4	5.						
FY 1976 Obligations				16	32	47.						
Long-term - new												
Long-term - continuing												
Short-term				16	32	47.						
FY 1976 Expenditures				14	28	42.						
Long-term - new												
Long-term - continuing												
Short-term				14	28	42.						

Project Number Public Sector Management

TABLE IX

COMMODITY AND OTHER COST BUDGET TABLE
(\$ thousands)

Commodity Budget

6/30/74 Unliquidated (type and amount)

FY 1975 Obligations (type and amount)

FY 1976 Obligations (type and amount)

Other Cost Budget

6/30/74 Unliquidated (type and amount)

FY 1975 Obligations (type and amount)

- Translation, Publications, Subscriptions to professional journals, books	39.
- Invitational Travel	14.
- Assistance to E A F I T	40.

FY 1976 Obligations (type and amount)

- Translations, Publications, Subscriptions to Professional journals, books,	89.
- Invitational Travel	28.
- Assistance to EAFIT	80

FY 75 TA PROJECT - Non-Formal Education

As the AID Education strategy points out, non-formal education can be utilized much more effectively to meet the under-developed countries' needs to provide more vocational and more basic education to the wide range of people outside the formal structure. In Colombia, this is particularly true, as the recent educational reforms have concentrated on the formal education system.

This project is concerned with the application of the concepts of educational technology to non-formal education; cost-benefit research on alternative non-formal education models, and the economies of education. The beneficiaries of the project would be principally the rural poor who fall in the lower one-third of the population. The project would assist selected Colombian agencies in: a) assessing the potential of and planning for expanded use of mass media for non-formal education; b) utilizing innovative game methodologies in non-formal education, similar to an Ecuador experience; c) assessing the current media mix of Acción Cultural Popular (ACPO) programs and assisting in improving materials currently in use; d) evaluating non-formal education components of rural development centers' programs; e) developing evaluation designs for other selected non-formal education programs; and f) designing and implementing cost-benefit studies on selected non-formal education activities.

Other donor activity in non-formal education is limited to German and Dutch TA to ACPO and Ford Foundation support for the University of the Valle, the Foundation for Permanent Education in Colombia, and the Family Welfare Institute. Studies which are needed would be carried out as part of the project. The project total cost is about \$477,000, over a three-year period. The major inputs would be U. S. and third country TA, short-term training, commodities such as audio-visual equipment, and other costs to finance seminars, invitational travel, and demonstration equipment and materials.

TABLE VI

PROJECT PASA/CONTRACT/GRANT BACK-UP BUDGET TABLE
(\$ thousands)

Project Number Non-Formal Education

PASA/Contract Name Mass Media and Non Formal Education

Contract No. From (mo/yr) To (mo/yr)	Funding Periods	
	Current-FY 1974	Proposed-FY 1975
		December 1974
		December 1976

Budget & Expenditures	Personnel				Participants		Commodities	Other Costs	Total
	U.S.		Local/TCN		\$	MM	\$	\$	\$
	\$	MM	\$	MM					
FY 1974 Obligations									
FY 1974 Expenditures									
6/30/74 Unliquidated									
FY 1975 Obligations	35.	8						2.	37.
FY 1975 Expenditures	31.	7						1.	32.
6/30/75 Unliquidated	4.	1						1.	5.
FY 1976 Obligations	35.	8						2.	37.
FY 1976 Expenditures	35.	8						1.	36.

TABLE VI

PROJECT PASA/CONTRACT/GRANT BACK-UP BUDGET TABLE
(\$ thousands)

Project Number Non-Formal Education

PASA/Contract Name NFE - Evaluation and Cost Benefit Studies

		Funding Periods		
		Current-FY 1974	Proposed-FY 1975	Projected-FY 1976
Contract No.				
From (mo/yr)		December 1974		
To (mo/yr)			December 1976	

Budget & Expenditures	Personnel				Participants		Commodities	Other Costs	Total
	U.S.		Local/TCN		\$	MM			
	\$	MM	\$	MM			\$	\$	\$
FY 1974 Obligations									
FY 1974 Expenditures									
6/30/74 Unliquidated									
FY 1975 Obligations	35.	8					2.	37.	
FY 1975 Expenditures	31.	7					1.	32.	
6/30/75 Unliquidated	4.	1					1.	5.	
FY 1976 Obligations	35.	8					2.	37.	
FY 1976 Expenditures	35.	8					1.	36.	

TABLE VI

PROJECT PASA/CONTRACT/GRANT BACK-UP BUDGET TABLE
(\$ thousands)

Project Number Non-Formal Education

PASA/Contract Name Non Formal Education Materials Advisor

Contract No. From (mo/yr) To (mo/yr)	Funding Periods		
	Current-FY 1974	Proposed-FY 1975	Projected-FY 1976
	To be determined		

Budget & Expenditures	Personnel				Participants		Commodities	Other Costs	Total
	U.S.		Local/TCN						
	\$	MM	\$	MM					
FY 1974 Obligations									
FY 1974 Expenditures									
6/30/74 Unliquidated									
FY 1975 Obligations	30.	7						2.	32.
FY 1975 Expenditures	27.	6						1.	28.
6/30/75 Unliquidated	3.	1						1.	4.
FY 1976 Obligations	30.	7						2.	32.
FY 1976 Expenditures	30.	7						1.	31.

TABLE VII

Project Number Non-Formal Education

PROJECT PASA/CONTRACT/GRANT PERSONNEL TABLE
(\$ thousands)

	FY 1975 Obligations			FY 1976 Obligations		
	No.	MMS	\$000	No.	MMS	\$000
U.S. Contract Technicians						
Long-term	6	24	100,000	6	24	100,000
Short-term						

Personnel (PASA/Contract/Grant implementing agent, and position title)	Actual FY 1974			Estimated FY 1975			Projected FY 1976			Projected FY 1977	
	On- board 6/30/ 74	MMS	Ex- pendi- tures (\$000)	On- board 6/30/ 75	MMS	Ex- pendi- tures (\$000)	On- board 6/30/ 76	MMS	Ex- pendi- tures (\$000)	On- board 6/30/ 77 (for contract personnel only)	Ex- pendi- tures (\$000)
Education materials (2)					8	27.		8.	30.		
Economics of Education (2)					8	36.		8.	40.		
NFE and Mass Media (2)					8	26.		8.	30.		

TABLE VIII

Project No. Non-Formal Education

PROJECT PARTICIPANT TRAINING TABLE
(\$ thousands)

	DIRECT AID											
	U.S. Academic			U.S. Non-Academic			3rd Country			CONTRACT		
	No.	MMs	\$	No.	MMs	\$	No.	MMs	\$	No.	MMs	\$
FY 1974 Obligations												
Long-term - new												
Long-term - continuing												
Short-term												
FY 1974 Expenditures												
Long-term - new												
Long-term - continuing												
Short-term												
Inliquidated Oblig. - 6/30/74												
Long-term - new												
Long-term - continuing												
Short-term												
FY 1975 Obligations				2	10	12.	2	10	12.			
Long-term - new												
Long-term - continuing												
Short-term				2	10	12.	2	10	12.			
FY 1975 Expenditures				2	10	10.	2	10	10.			
Long-term - new												
Long-term - continuing												
Short-term				2	10	10.	2	10	10.			
Inliquidated Oblig. - 6/30/75				1	2	2.	1	2	2.			
Long-term - new												
Long-term - continuing												
Short-term				1	2	2.	1	2	2.			
FY 1976 Obligations				2	10	12.	2	10	12.			
Long-term - new												
Long-term - continuing												
Short-term				2	10	12.	2	10	12.			
FY 1976 Expenditures				2	10	12.5	2	10	12.5			
Long-term - new												
Long-term - continuing												
Short-term				2	10	12.5	2	10	12.5			

Project Number Non-Formal Education

TABLE IX

COMMODITY AND OTHER COST BUDGET TABLE
(\$ thousands)

Commodity Budget

6/30/74 Unliquidated (type and amount)

FY 1975 Obligations (type and amount)	\$15,000
Production equipment for non-primary instructional materials (graphics, slides, film strips, games, etc.)	
FY 1976 Obligations (type and amount)	\$15,000
Same as FY 1975	

Other Cost Budget

6/30/74 Unliquidated (type and amount)

FY 1975 Obligations (type and amount)	\$20,000
Invitational travel (10,000)	
Seminars (5,000)	
Misc. (Including demonst. mat. (5,000)	
FY 1976 Obligations (type and amount)	\$20,000
Invitational travel (10,000)	
Seminars (5,000)	
Misc. (Including demonst. mat. (5,000)	

FY 75 TA PROJECT - Educational Technology

In part, AID Education Sector loans have assisted in implementing the GOC's educational reform by trying to relate higher education programs to national development needs, by providing funds for scholarships, and by helping finance secondary school service centers. In these three areas, Colombia now needs TA to improve the quality of these activities. This project has three principal components to address that need: support to ICFES, the Colombian University Council, to upgrade technological education; research on alternative solutions to the educational finance problem in Colombia; and assistance in the scheduling of secondary school service center programs.

The ICFES component, the largest, aims at improving the quality of the technician programs through internships, TA for promotional programs and for the Colombian Association of Technological Institutes, U.S. observation programs, and an expanded relationship between the League for Innovation of U.S. community college districts and selected Colombian University Institutes. The educational finance component will provide TA from USAID and the University of California. The secondary service center component will require TA from U.S. short-term consultants, with a small commodity input. The three sub-projects will be directed primarily at the large urban masses who in general terms comprise the middle third of Colombia's income distribution.

Other donor activity is limited, but Kellogg Foundation support is being requested for teacher training programs and for the Colombian Association of Technological Institutes. The project total cost is estimated at \$250,000 for a three year implementation period.

PROJECT BUDGET TABLE
(\$ thousands)

TABLE V

Project Title Technological Education

Financing Dates (FY)

Project Number (New Project)

Obligations

Begin

End

Appropriation Educ. & Human Res.

Expenditures

FY-1975

FY-1977

FY-1975

FY-1978

Estimated Total Costs: A. Per Latest PROP \$ NA B. Per Current Estimate \$ 250.

Project Budget & Expenditures	Personnel				Participants		Commodities	Other Costs	Total
	U.S.	Local/TCN							
	\$	MM	\$	MM	\$	MM	\$	\$	\$
FY 1974 Oblig.-Total									
Direct									
PASA									
Contract									
FY 1974 Expend.-Total									
Direct									
PASA									
Contract									
6/30/74 Unliq.-Total									
Direct									
PASA									
Contract									
FY 1975 Oblig.-Total	54.	18			12.	15		13.	79.
Direct					12.	15			12.
PASA									
Contract	54.	18					13.		67.
FY 1975 Expend.-Total	47.	17			9.	10		8.	64.
Direct					9.	10			9.
PASA									
Contract	47.	17					8.		55.
6/30/75 Unliq.-Total	7.	3			3.	5		5.	15.
Direct					3.	5			3.
PASA									
Contract	7.	3					5.		12.
FY 1976 Oblig.-Total	54.	18			12.	15		13.	79.
Direct					12.	15			12.
PASA	54.	18					13.		67.
Contract									
FY 1976 Expend.-Total	55.	18			15.	15		11.	78.
Direct					15.	15			12.
PASA									
Contract	55.	18					11.		66.

TABLE VI

PROJECT PASA/CONTRACT/GRANT BACK-UP BUDGET TABLE
(\$ thousands)

Project Number Technological Education

PASA/Contract Name To be determined

Contract No. From (mo/yr) To (mo/yr)	Funding Periods		
	Current FY 1974	Proposed FY 1975	Projected FY 1976
		January 1975	
			June 1977

Budget & Expenditures	Personnel				Participants		Com- modities \$	Other Costs \$	Total \$
	U.S.		Local/TCN		\$.	MM			
	\$	MM	\$	MM					
FY 1974 Obligations									
FY 1974 Expenditures									
6/30/74 Unliquidated									
FY 1975 Obligations	54.	18							54.
FY 1975 Expenditures	47.	17							47.
6/30/75 Unliquidated	7.	3							7.
FY 1976 Obligations	54.	18							54.
FY 1976 Expenditures	55.	18							55.

TABLE VII

Project Number Technological Education

PROJECT PASA/CONTRACT/GRANT PERSONNEL TABLE
(\$ thousands)

FY 1975 Obligations		FY 1976 Obligations	
No.	M's	No.	M's
5	14	5	14
	54.		54.

Personnel (PASA/Contract/Grant implementing agent, and position title)	Actual FY 1974			Estimated FY 1975			Projected FY 1976			Projected FY 1977		
	On- board 6/30/ 74	M's	Ex- pendi- tures (\$000)	On- board 6/30/ 75	M's	Ex- pendi- tures (\$000)	On- board 6/30/ 76	M's	Ex- pendi- tures (\$000)	On- board 6/30/ 77	M's	Ex- pendi- tures (\$000)
2 Education Technical Advisor					4	6.		4	6.			
1 Education Admin. Advisor					11	34.		11	39.			
1 Technological Educa- tion Advisor					1	3.		1	4.			
1 Education Research Advisor					2	4.		2	6.			

(for contract
personnel only)

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TABLE VIII

Project No. Technological Education

PROJECT PARTICIPANT TRAINING TABLE
(\$ thousands)

	DIRECT AID									CONTRACT		
	U.S. Academic			U.S. Non-Academic			3rd Country			No.	MMs	\$
	No.	MMs	\$	No.	MMs	\$	No.	MMs	\$			
<u>FY 1974 Obligations</u>												
Long-term - new												
Long-term - continuing												
Short-term												
<u>FY 1974 Expenditures</u>												
Long-term - new												
Long-term - continuing												
Short-term												
<u>Unliquidated Oblig. - 6/30/74</u>												
Long-term - new												
Long-term - continuing												
Short-term												
<u>FY 1975 Obligations</u>				10	15	12.						
Long-term - new												
Long-term - continuing												
Short-term				10	15	12.						
<u>FY 1975 Expenditures</u>				7	10	9.						
Long-term - new												
Long-term - continuing												
Short-term				7	10	9.						
<u>Unliquidated Oblig. - 6/30/75</u>				3	5	3.						
Long-term - new												
Long-term - continuing												
Short-term				3	5	3.						
<u>FY 1976 Obligations</u>				10	15	12.						
Long-term - new												
Long-term - continuing												
Short-term				10	15	12.						
<u>FY 1976 Expenditures</u>				12	15	15.						
Long-term - new												
Long-term - continuing												
Short-term				12	15	15.						

Project Number Technological Education

TABLE IX

COMMODITY AND OTHER COST BUDGET TABLE
(\$ thousands)

Commodity Budget

6/30/74 Unliquidated (type and amount)

FY 1975 Obligations (type and amount)

FY 1976 Obligations (type and amount)

Other Cost Budget

6/30/74 Unliquidated (type and amount)

FY 1975 Obligations (type and amount)

- Invitational Travel and Miscellaneous expenses \$13.

FY 1976 Obligations (type and amount)

- Same as above.

PROJECT BUDGET TABLE
(\$ thousands)

TABLE V

Project Title Block Grant

Financing Dates (FY)

Project Number 514-11-995-170

Appropriation Special Dev. Problems

Obligations

Expenditures

Begin

FY-73

FY-74

End

FY-79

FY-80

Estimated Total Costs: A. Per Latest PROP \$ NA B. Per Current Estimate \$ 1.850

Project Budget & Expenditures	Personnel				Participants		Commodities	Other Costs	Total
	U.S. \$	MM	Local/TCN \$	MM	\$	MM			
FY 1974 Oblig.-Total	160.	60			40.	40			200.
Direct									
PASA									
Contract	160.	60			40.	40			200.
FY 1974 Expend.-Total	40.	1			11.	11			51.
Direct									
PASA									
Contract	40.	1			11.	11			51.
6/30/74 Unliq.-Total	369.	101			29.	24			398.
Direct									
PASA									
Contract	369.	101			29.	24			398.
FY 1975 Oblig.-Total	290	94			60	55			350
Direct									
PASA									
Contract	290	94			60	55			350
FY 1975 Expend.-Total	400	132			34	28			434
Direct									
PASA									
Contract	400	132			34	28			434
6/30/75 Unliq.-Total	127	80			30	16			157
Direct									
PASA									
Contract	127	80			30	16			157
FY 1976 Oblig.-Total	160.	43			40.	34			200.
Direct									
PASA									
Contract	160.	43			40.	34			200.
FY 1976 Expend.-Total	300.	81			57.	46			357.
Direct									
PASA									
Contract	300.	81			57.	46			357.

Project Number 514-15-998-092

TABLE IX

COMMODITY AND OTHER COST BUDGET TABLE
(\$ thousands)

Commodity Budget

6/30/74 Unliquidated (type and amount)

FY 1975 Obligations (type and amount)

\$30.000 - Will include office equipment, machines and tools. Pipe and pumps for community and community agency programs.

FY 1976 Obligations (type and amount)

\$30.000 - Will include same as above.

Other Cost Budget

6/30/74 Unliquidated (type and amount)

FY 1975 Obligations (type and amount)

\$20.000 - Will include printing services, contracts for construction, and construction materials, and costs of transportation of materials for community and community agency programs.

FY 1976 Obligations (type and amount)

\$20.000 - Will include same as above.

TABLE VIII

Project No. 514-11-995-175

PROJECT PARTICIPANT TRAINING TABLE
(\$ thousands)

	DIRECT AID											
	U.S. Academic			U.S. Non-Academic			3rd Country			CONTRACT		
	No.	MMs	\$	No.	MMs	\$	No.	MMs	\$	No.	MMs	\$
FY 1974 Obligations				6	9	13.						
Long-term - new												
Long-term - continuing												
Short-term				6	9	13.						
FY 1974 Expenditures				6	9	13.						
Long-term - new												
Long-term - continuing												
Short-term				6	9	13.						
Inliquidated Oblig. - 6/30/74												
Long-term - new												
Long-term - continuing												
Short-term												
FY 1975 Obligations				23	46	49.	125	62	33.			
Long-term - new												
Long-term - continuing												
Short-term				23	46	49.	125	62	33.			
FY 1975 Expenditures				18	36	39.	102	51	27.			
Long-term - new												
Long-term - continuing												
Short-term				18	36	39.	102	51	27.			
Inliquidated Oblig. - 6/30/75				5	10	10.	23	11	6.			
Long-term - new												
Long-term - continuing												
Short-term				5	10	10.	23	11	6.			
FY 1976 Obligations				24	45	54.	72	35	36.			
Long-term - new												
Long-term - continuing												
Short-term				24	45	54.	72	35	36.			
FY 1976 Expenditures				18	36	45.	60	30	30.			
Long-term - new												
Long-term - continuing												
Short-term				18	36	45.	60	30	30.			

Project Number 514-11-995-175

TABLE IX

COMMODITY AND OTHER COST BUDGET TABLE
(\$ thousands)

Commodity Budget

6/30/74 Unliquidated (type and amount)

Vehicle	\$ 120.
Miscellaneous equipment	25.

FY 1975 Obligations (type and amount)

Police equipment	\$ 129.
DAS equipment	80.

FY 1976 Obligations (type and amount)

Police equipment	\$ 130.
DAS equipment	70.

Other Cost Budget

6/30/74 Unliquidated (type and amount)

National Police Pro/Ag	\$ 22.
Customs Pro/Ag	10.

FY 1975 Obligations (type and amount)

National Police	\$ 40.
DAS	25.
Invitational Travel & Surveys	32.

FY 1976 Obligations (type and amount)

National Police	\$ 30.
Customs service	25.
DAS	20.

Project Number 514-15-999-000.4

PROJECT PASA/CONTRACT/GRANT PERSONNEL TABLE
(\$ thousands)

FY 1975 Obligations		FY 1976 Obligations	
No.	MMs	No.	MMs
19	38	21	42
	98.		108.

U.S. Contract Technicians
Long-term
Short-term

Personnel (PASA/Contract/Grant implementing agent, and position title)	Actual FY 1974		Estimated FY 1975		Projected FY 1976		Projected FY 1977					
	On- board 6/30/ 74	MMs	Ex- pendi- tures (\$000)	On- board 6/30/ 75	MMs	Ex- pendi- tures (\$000)	On- board 6/30/ 76	MMs	Ex- pendi- tures (\$000)	On- board 6/30/ 77	MMs	Ex- pendi- tures (\$000)
Short-term Non-Project Contracts		6	36		34	88.		41	106.		77	(for contract personnel only)

TABLE VIII

Project No. 511-15-999-000.4

PROJECT PARTICIPANT TRAINING TABLE
(\$ thousands)

	DIRECT AID									CONTRACT		
	U.S. Academic			U.S. Non-Academic			3rd Country			No.	MMs	\$
	No.	MMs	\$	No.	MMs	\$	No.	MMs	\$			
FY 1974 Obligations				1	3	2.						
Long-term - new												
Long-term - continuing				1	3	2.						
Short-term												
FY 1974 Expenditures				1	3	2.						
Long-term - new												
Long-term - continuing												
Short-term				1	3	2.						
Unliquidated Oblig. - 6/30/74												
Long-term - new												
Long-term - continuing												
Short-term												
FY 1975 Obligations				20	30	30.						
Long-term - new												
Long-term - continuing												
Short-term				20	30	30.						
FY 1975 Expenditures				16	24	24.						
Long-term - new												
Long-term - continuing												
Short-term												
Unliquidated Oblig. - 6/30/75				4	6	6.						
Long-term - new												
Long-term - continuing												
Short-term				4	6	6.						
FY 1976 Obligations				22	33	35.						
Long-term - new												
Long-term - continuing												
Short-term				22	33	35.						
FY 1976 Expenditures				21	31	33.						
Long-term - new												
Long-term - continuing												
Short-term				21	31	33.						

Project Number 511-15-999-000.1

TABLE IX

COMMODITY AND OTHER COST BUDGET TABLE
(\$ thousands)

Commodity Budget

6/30/74 Unliquidated (type and amount)

FY 1975 Obligations (type and amount)

Miscellaneous equipment \$20.

FY 1976 Obligations (type and amount)

Miscellaneous equipment \$20.

Other Cost Budget

6/30/74 Unliquidated (type and amount)

FY 1975 Obligations (type and amount)

- Invitational Travel \$20.

- Books and Others \$10.

FY 1976 Obligations (type and amount)

- Invitational Travel \$20.

- Books and Others \$10.

FY 75 TA PROJECT - Science and Technology Transfer

Colombia has not yet developed an adequate system of external and internal linkages with which to facilitate the application of scientific research and the transfer of existing technology. This developmental problem cuts across sector lines, although the Colombian national research council, Colciencias, has established four priority areas: food supply, energy, industrial research, and environmental problems.

In FY 75-76, USAID proposes to address the external linkage side through two TA contracts; one with the National Academy of Science and one with the Denver Research Institute. The Academy will assist Colciencias through workshops in developing and implementing a program for better utilization of scientific and technological research in the four priority areas listed above. The Denver Research Institute will assist the Instituto de Investigaciones Tecnológicas (IIT) in understanding industrial problems and in conducting research relevant to Colombia's industrial and economic growth. A key aspect will be to help IIT develop domestic linkages between researchers and users.

The major beneficiaries of the project will be the two institutions who in turn will assist industry in improving efficiency, and hopefully lowering prices for consumers. There are no other donors involved in building these institutions in any significant fashion. No studies are required to develop the project. The project will require 2-3 years for implementation at a total cost of \$395,000. The major inputs will be private, DRI and NAS short-term consultant, NAS workshops, and DRI workshops and programs.

PROJECT BUDGET TABLE
(\$ thousands)

TABLE V

Project Title SCIENCE AND TECHNOLOGY

Financing Dates (FY)

Project Number (New Project) _____

Appropriation Special Dev. Problems

Obligations
Expenditures

Begin	End
FY-75	FY-76
FY-75	FY-78

Estimated Total Costs: A. Per Latest PROP \$ N.A. B. Per Current Estimate \$ 395

Project Budget & Expenditures	Personnel				Participants		Commodities	Other Costs	Total
	U.S.	Local/TCN							
	\$	MM	\$	MM	\$	MM	\$	\$	\$
FY 1974 Oblig.-Total									
Direct									
PASA									
Contract									
FY 1974 Expend.-Total									
Direct									
PASA									
Contract									
6/30/74 Unliq.-Total									
Direct									
PASA									
Contract									
FY 1975 Oblig.-Total	181.	54			34.	34		5.	220.
Direct									
PASA									
Contract	181.	54			34.	34		5.	220.
FY 1975 Expend.-Total	163.	49			27.	27		3.	193.
Direct									
PASA									
Contract	163.	49			27.	27		3.	193.
6/30/75 Unliq.-Total	18.	5			7.	7		2.	27.
Direct									
PASA									
Contract	18.	5			7.	7		2.	27.
FY 1976 Oblig.-Total	170.	49						5.	175.
Direct									
PASA									
Contract	170.	49						5.	175.
FY 1976 Expend.-Total	169.	49			7.	7		6.	182.
Direct									
PASA									
Contract	169.	49			7.	7		6.	182.

TABLE VI

PROJECT PASA/CONTRACT/GRANT BACK-UP BUDGET TABLE
(\$ thousands)

Project Number Science & Technology

~~PASA~~/Contract Name Denver Research Institute Contract

Contract No. From (mo/yr) To (mo/yr)	Funding Periods	
	Current FY 1974	Proposed FY 1975 Projected FY 1976
		January 1975
		January 1977

Budget & Expenditures	Personnel				Participants		Com-modities	Other Costs	Total
	U. S.		Local/TCN		\$.	MM			
	\$	MM	\$	MM					
FY 1974 Obligations									
FY 1974 Expenditures									
6/30/74 Unliquidated									
FY 1975 Obligations	111.	34			34.	34		145.	
FY 1975 Expenditures	100.	31			27.	27		127.	
6/30/75 Unliquidated	11.	3			7.	7		18.	
FY 1976 Obligations	100.	29						100.	
FY 1976 Expenditures	100.	29			7.	7		107.	

TABLE VI

PROJECT PASA/CONTRACT/GRANT BACK-UP BUDGET TABLE
(\$ thousands)

Project Number Science & Technology

RASA/Contract Name National Academy of Science

	Funding Periods	
	Current FY 1974	Proposed FY 1975
Contract No.		
From (mo/yr)	January	1975
To (mo/yr)		December 1976

Budget & Expenditures	Personnel				Participants		Com-modities	Other Costs	Total
	U.S.		Local/TCN		\$.	MM			
	\$	MM	\$	MM			\$	\$	\$
FY 1974 Obligations									
FY 1974 Expenditures									
6/30/74 Unliquidated									
FY 1975 Obligations	70.	20						5.	75.
FY 1975 Expenditures	63.	18						3.	66.
6/30/75 Unliquidated	7.	2						2.	9.
FY 1976 Obligations	70.	20						5.	75.
FY 1976 Expenditures	68.	20						4.	72.

Project Number Science & Technology

PROJECT PASA/CONTRACT/GRANT PERSONNEL TABLE
(\$ thousands)

U.S. Contract Technicians	FY 1975 Obligations			FY 1976 Obligations		
	No.	MMs	\$000	No.	MMs	\$000
Long-term	2	24	75.	2	24	75.
Short-term	8	27	106.	7	25	95.

Personnel (PASA/Contract/Grant implementing agent, and position title)	Actual FY 1974			Estimated FY 1975			Projected FY 1976			Projected FY 1977		
	On- board 6/30/ 74	MMs	Ex- pendi- tures (\$000)	On- board 6/30/ 75	MMs	Ex- pendi- tures (\$000)	On- board 6/30/ 76	MMs	Ex- pendi- tures (\$000)	On- board 6/30/ 77	MMs	Ex- pendi- tures (\$000)
- 5 Short-term Science Advisors in several priority fields established with NAS and COLCIENCIAS.					18	63.		20	68.			
- 2 Short-term Advisors in Institutional Development.					20	66.		19	66.			
- 3 Short-term Advisors					11	34.		10	34.			
												- 130 -

TABLE VIII

Project No. Science & Technology

PROJECT PARTICIPANT TRAINING TABLE
(\$ thousands)

	DIRECT AID									CONTRACT		
	U.S. Academic			U.S. Non-Academic			3rd Country			No.	MMs	\$
	No.	MMs	\$	No.	MMs	\$	No.	MMs	\$			
FY 1974 Obligations												
Long-term - new												
Long-term - continuing												
Short-term												
FY 1974 Expenditures												
Long-term - new												
Long-term - continuing												
Short-term												
Inliquidated Oblig. - 6/30/74												
Long-term - new												
Long-term - continuing												
Short-term												
FY 1975 Obligations				9	4	19.	30	30	15.			
Long-term - new												
Long-term - continuing												
Short-term				9	4	19.	30	30	15.			
FY 1975 Expenditures				7	3	15.	24	24	12.			
Long-term - new												
Long-term - continuing												
Short-term				7	3	15.	24	24	12.			
Inliquidated Oblig. - 6/30/75				2	1	4.	6	6	3.			
Long-term - new												
Long-term - continuing												
Short-term				2	1	4.	6	6	3.			
FY 1976 Obligations												
Long-term - new												
Long-term - continuing												
Short-term												
FY 1976 Expenditures				2	1	4.	6	6	3.			
Long-term - new												
Long-term - continuing												
Short-term				2	1	4.	6	6	3.			

Project Number Science & Technology

TABLE IX

COMMODITY AND OTHER COST BUDGET TABLE
(\$ thousands)

Commodity Budget

6/30/74 Unliquidated (type and amount)

FY 1975 Obligations (type and amount)

FY 1976 Obligations (type and amount)

Other Cost Budget

6/30/74 Unliquidated (type and amount)

FY 1975 Obligations (type and amount)

Educational material \$5.

FY 1976 Obligations (type and amount)

Educational material \$5.

FY 75 COOP GRANT - Cooperative Minimum Shelter Project

The Mission proposes that capital grant of \$500,000 be made to capitalize a rotating fund for financing of minimum shelter housing solutions for low-income families to be administered by the Federation of Housing Cooperatives (FEDECOOP) and the Public Housing Agency (ICT). The funds would initially be used to partially finance a 500 unit minimum shelter project at Hatillo, near Medellin. This project has been designed to demonstrate the applicability of cooperative housing techniques to solution of the minimum shelter needs of low income families.

Although the proposed capital grant is within the "selected development problems" category and outside the mainstream AID activities in Colombia, it is worthy of AID support as a "target of opportunity", arising out of substantial prior AID support for low cost housing, and represents considerable innovation (and risk) in line with the AID's Shelter Policy (PD 55). Low-income housing has been a high priority under the GOC's development programs.

The 500 families benefitting from the first round under the rotating fund will have incomes in the range of 1500-3000 pesos per month (US\$120-\$240 per capita annually). Although income distribution data are very sketchy in Colombia, it would appear that these people are in roughly the middle third of the income distribution, but below the average per capita income in Colombia.

Other donors are doing very little in the housing sector in Colombia. An IDB urban renewal project for Bogotá, which includes some housing construction, is the only project involving housing known at this time.

An FCH International report to AID, dated June 10, 1974, provides a fairly thorough analysis of the project. Design of the project is underway. The first 50 units of the project are to be financed by resources already owned by FEDECOOP. The Mission

will not seek authorization of the grant until the first stage is underway. Construction should begin early in CY-1975 and be terminated in four stages by the end of CY-1975. The total cost of the project is estimated at \$1,000,000. of which 50% will be supplied by AID, 37% by ICT, 6% by FEDECOOP and 7% by the home buyers. Technical assistance to the housing cooperative will be provided by FCH under its regional contract.

Project Number FCH Housing Grant

TABLE IX

COMMODITY AND OTHER COST BUDGET TABLE
(\$ thousands)

Commodity Budget

6/30/74 Unliquidated (type and amount)

FY 1975 Obligations (type and amount)

FY 1976 Obligations (type and amount)

Other Cost Budget

6/30/74 Unliquidated (type and amount)

FY 1975 Obligations (type and amount)

Capital grant to FEDECOOP \$500,000

FY 1976 Obligations (type and amount)

FY 75 Grant TA Project - Program Development

As the preliminary strategy points out, this will be a transition period for the AID program in Colombia. The shift from sector lending to "problem-solving" activities will require initiative and innovation from USAID to examine all possible solutions to Colombia's development problems. While the USAID Task Forces have developed ideas for attempting to deal with development problems such as rural poverty, we have not always been able to find a mechanism with which to test our ideas. In some specific areas such as nutrition, we will develop a TA project to help finance pilot activities in the \$25,000-\$100,000 range to test our ideas.

In other areas where AID would like to test its ideas, however, there are no AID funding mechanisms available. For example, the Mission is considering a \$20,000 pilot shrimp study near Guapi with CECORA to determine if commercial shrimp-growing is feasible in the area as a means to increase rural income in one of the poorer sections of Colombia. At present, this activity could not be funded under the sector loans or under technical support. Yet it does not make sense to create a separate TA project for each pilot activity. Nor is the SDA fund appropriate.

The purpose of this project would be to provide an umbrella under which small pilot activities could be financed by AID. These activities would be mostly for non-governmental agencies and would be concentrated in agriculture, health and education. They would principally address rural poverty problems aimed at Colombia's bottom third. Preliminary studies would be done to justify each sub-project. The project cost is estimated at \$200,000, with the major inputs to be technical assistance (about one-fourth) and local currency costs for project execution.