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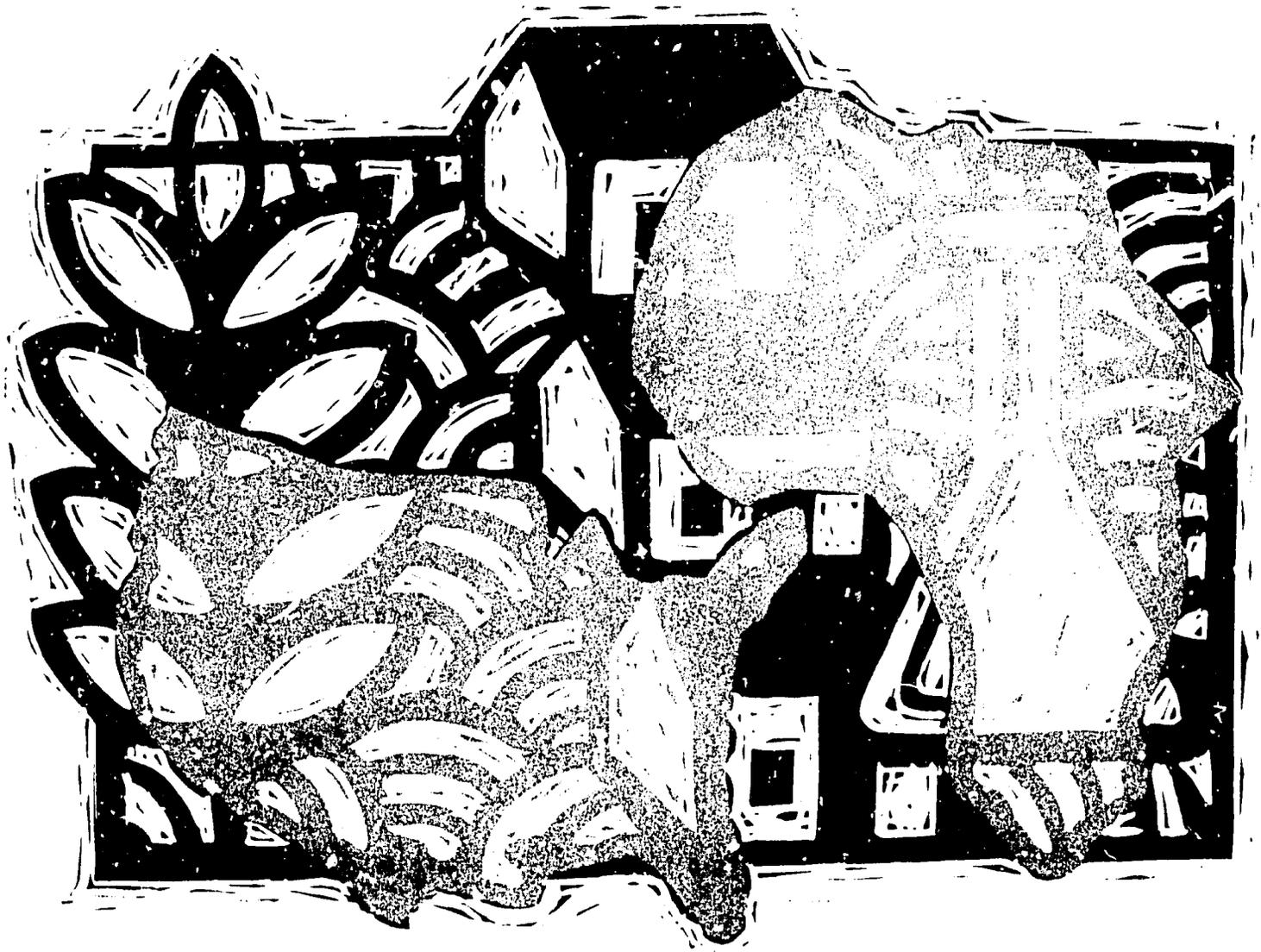
This document was prepared for the participants at the Marketing Third World Development at Home and Abroad seminar, held in Washington, D.C. on June 27, 1977. This seminar was an outgrowth of the efforts of the A.I.D. Bureau for Africa toward assuring that the natural resources of minorities and women are not lost to international development efforts. One function of the seminar was to inform the skilled community of minorities and women what, when, where and how the Bureau for Africa involves private participation in its projects. Secondly, it sought to clarify the availability and interests of organizations primarily identified with minorities and women for the design, implementation, and evaluation of the Bureau's work. The information and materials gathered in this document serve as a useful resource book for persons interested in furthering their understanding and working knowledge of A.I.D. involvement in Africa and how they might contribute to these efforts. Section titles include: "Agenda: Marketing Third World Development at Home and Abroad"; "A.I.D. Origins: What is A.I.D. Anyhow?"; "Why the Africa Bureau Outreach for Minorities and Women"; "A.I.D. Focus on Program "Sectors""; "Contract & Grants: Getting in on the A.I.D. Action"; "The Broader A.I.D. Context: Tidbits of Facts and Figures at Home and Abroad"; and "Action Epilogue: The Last but not the Final Word".

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MARKETING THIRD WORLD DEVELOPMENT

AT HOME AND ABROAD



These materials were developed by The MATCH Institution under Contract AID/af-C-1290 with the Bureau for Africa, the Agency for International Development (AID). Conclusions drawn and observations made are those of the Contractor and do not necessarily reflect the views of the Agency for International Development or any other agency of the United States Government. The MATCH Institution is a research and development firm in Washington, D.C.

the **match**
institution

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institution

June 27, 1977

Seminar Participant
Marketing Third World Development
at Home and Abroad
The Washington Hilton Hotel
Washington, D.C. 20008

Dear Seminar Participant

Welcome to "Marketing Third World Development at Home and Abroad" on behalf of the MATCH Institution under contract with the Bureau for Africa of the Agency for International Development ("AID"). This seminar represents in many ways the logical outgrowth from the efforts of the current Assistant Administrator for Africa and her staff, as well as those of the two immediate predecessors in that post toward assuring that the natural resources represented by the brains and insight of minorities and women are not lost to our continuing international development efforts.

This seminar is intended to be a two way medium. As such it proposes to focus on minority resources developed at home as sources for developmental assistance abroad. More particularly it is to serve both as a means of informing the skilled community of minorities and women what, when, where and how the Bureau for Africa involves private participation in its projects and as a means of clarifying the availability and interests of organizations primarily identified with minorities and women for the design, implementation and evaluation of the Bureau's work.

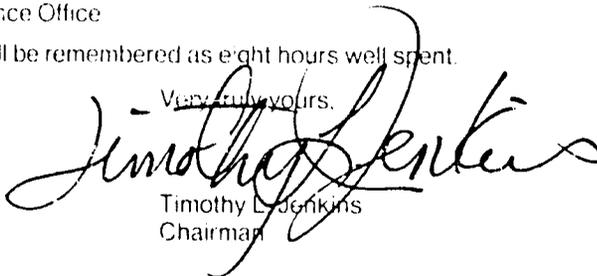
The information and materials gathered for dissemination here like seeds, are not self generating. To the uninterested they will appear to be dry and forbidding, but given the attention of an active husbandry, their multiple levels of return can be untold.

In preparation for this seminar MATCH has paid attention to balancing the interest in accuracy with the avoidance of unnecessary detail. For future reference, we welcome your comments and suggestions on how follow-on efforts might make improvements.

It is hoped that during this seminar you will take this opportunity to introduce yourself to the appropriate AID officers in the Bureau for Africa, the Small Business Office, and the Population and Humanitarian Assistance Office.

We trust this day will be remembered as eight hours well spent.

Very truly yours,



Timothy L. Jenkins
Chairman

232 1414

Washington, D. C. 20008

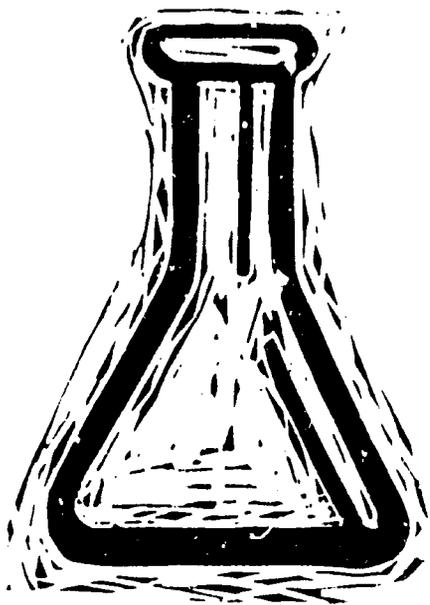
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TABLE OF CONTENTS

HOSPITALITY LETTER

I. AGENDA:	
Marketing Third World Development at Home and Abroad.....	1
II. AID ORIGINS:	
What is AID Anyhow?.....	5
III. WHY THE AFRICA BUREAU OUTREACH FOR MINORITIES AND WOMEN:	
Why The MATCH Institution as a Matchmaker.....	9
IV. AID FOCUS ON PROGRAM "SECTORS":	
Finding the Forest Amid the Trees.....	15
Food & Nutrition.....	17
Population Planning & Health.....	20
Education & Human Resources.....	22
Selected Development Activities.....	23
Sahelian Africa Development Assistance Program.....	24
Multinational Sahel Development Program.....	26
Country and Regional Summary.....	29
V. CONTRACT & GRANTS:	
Getting in on the AID "Action".....	33
AID PROCESS LEADING TO PROJECT CONTRACTS AND GRANTS.....	35
The AID Programming Process Charts.....	38
AID PROCUREMENT PROCEDURES.....	40
Basic Steps.....	40
Basic Procurement Regulations.....	41
Procurement for Technical Services.....	41
EDUCATIONAL INSTITUTIONS.....	44
Institutional Development Grants [211(d)].....	44
AID Contract Program in Centrally Funded Research.....	46
Project Proposal Format in Centrally Funded Research.....	50
Title XII—Famine Prevention and Freedom from Hunger.....	52
PRIVATE AND VOLUNTARY ORGANIZATIONS (PVOs).....	55
Procedures for Operational Program Grants.....	55
SUPPORT GRANTS: AID FUNDS FOR COMMINGLING.....	57
General Support Grants.....	57
Specific Support Grants.....	59
VI. THE BROADER AID CONTEXT:	
Tidbits of Facts and Figures at Home and Abroad.....	63
Key People to See.....	65
AID Acronyms.....	68
Facts About AID.....	72
U.S. Expenditures Compared with AID Funds.....	74
AID Disbursements Recaptured by States.....	75
VII. ACTION EPILOGUE:	
The Last but not the Final Word.....	77

Please fill out the enclosed questionnaire and leave it with MATCH seminar personnel.

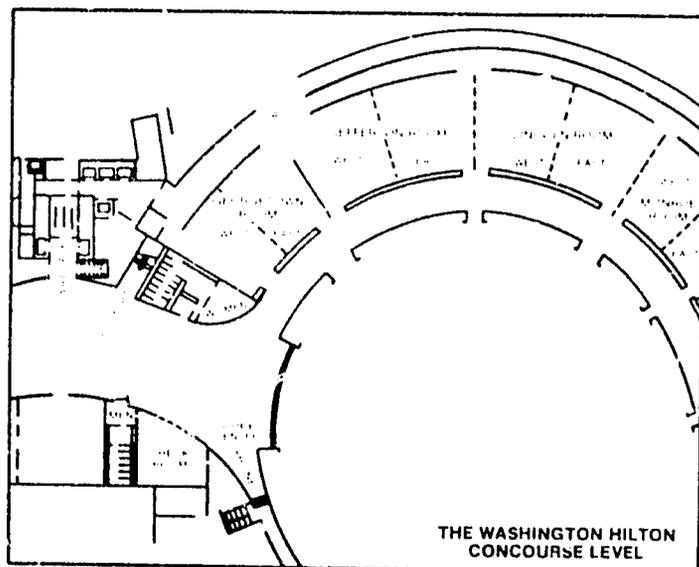


I.

**CONFERENCE
AGENDA**

MARKETING THIRD WORLD DEVELOPMENT AT HOME AND ABROAD

Monday, June 27, 1977,
8:30 a.m. — 5:00 p.m.
Washington Hilton Hotel,
Washington, D.C.
(with reception to follow)



AGENDA

8:30 a.m. REGISTRATION

Monroe
Room

Monroe
Room

Monroe
Room

Monroe
Room

Monroe
Room

Monroe
Room

WELCOME: PROBLEM STATEMENT

Timothy, L. Jenkins,
Chairman, The MATCH Institution

AID: DIRECTIONS FOR 1977

W. Haven North,
Assistant Administrator,
Bureau for Africa, AID

Overview of AID
Implications of New Mandate

AFRICA: STATEMENT OF NEEDS ... a Host Country Perspective

His Excellency Paul Bomani,
Ambassador, United Republic of Tanzania

Why Minorities Should be Involved In AID
Development Activities
Development Needs: Food, Rural,
Education, Population, Management,
Resources
Desirability of Minority Participation/
Meeting Special Needs

AID PLANNING/BUDGET/ OPERATING YEARS: A WALK THROUGH THE AID PROGRAM PROCESS

Robert Bostick,
Program Analyst
Bureau for Program and Policy Coordination,
AID

NATURE OF AID PROJECTS IN AFRICA

John Withers,
Director
Office of Development Resources, Bureau
for Africa, AID

Development Policies/Projections
Projects Financed:

- Level of Sector Support
by Function
by Geographical Area
- Special Major Projects

Meeting African Needs

NATURE OF AID PROJECTS IN THE FIELD: A SLIDE SHOW PRESENTATION

Michael Guido,
Chief, Operations Training Branch, AID
Case Studies of Contractors, Personnel,
Capabilities, History of International
Involvement

12:00 to 1:30 LUNCHEON BREAK

1:30
Monroe Room
**PROCEDURAL ASPECTS OF
PROCUREMENT AND PROJECT
ACTIVITY: AN OVERVIEW**

The MATCH Institution with
Hugh Dwelley,
Director, Office of Contract Management,
AID and Staff; and
Normanno Caticchio,
Chief, Program Support Staff, Bureau for
Africa, AID

The Three Phases:
Procurement
Implementation
Evaluation

Subject Material to be Covered as Related
to Phases:

Marketing AID
Step-by-Step Analysis of What to Do
Influencing Factors: External, Internal
Information Resources: External,
Internal, Formal, Informal
Key Personnel (How Decision-Makers
Work)
Technical and Financial Requirements

BREAK

Monroe
West

SESSIONS ON SPECIAL PROBLEMS

Private and Voluntary Organizations

Vivian Anderson,
Project Development Office, Bureau for
Population and Humanitarian Assistance,
AID

Lincoln
West

Minority Business Enterprises

Raymond Torrey,
Special Assistant, Office of Small Business,
AID

Monroe
East

Minority Educational Institutions

Sheldon Cole,
Director, East and Southern Africa Projects
Divisions, AID

QUESTION AND ANSWER SESSION

Informal Communication System/Decision-
Making Process
Specific Problems Encountered by Minority
Groups
Dealing with AID Language (e.g., monitor,
evaluate, etc.)

Monroe
R Join

SUMMARY AND CONCLUSIONS

Goler Butcher,
Assistant Administrator, Bureau for Africa, AID

5:00 to 7:30 RECEPTION

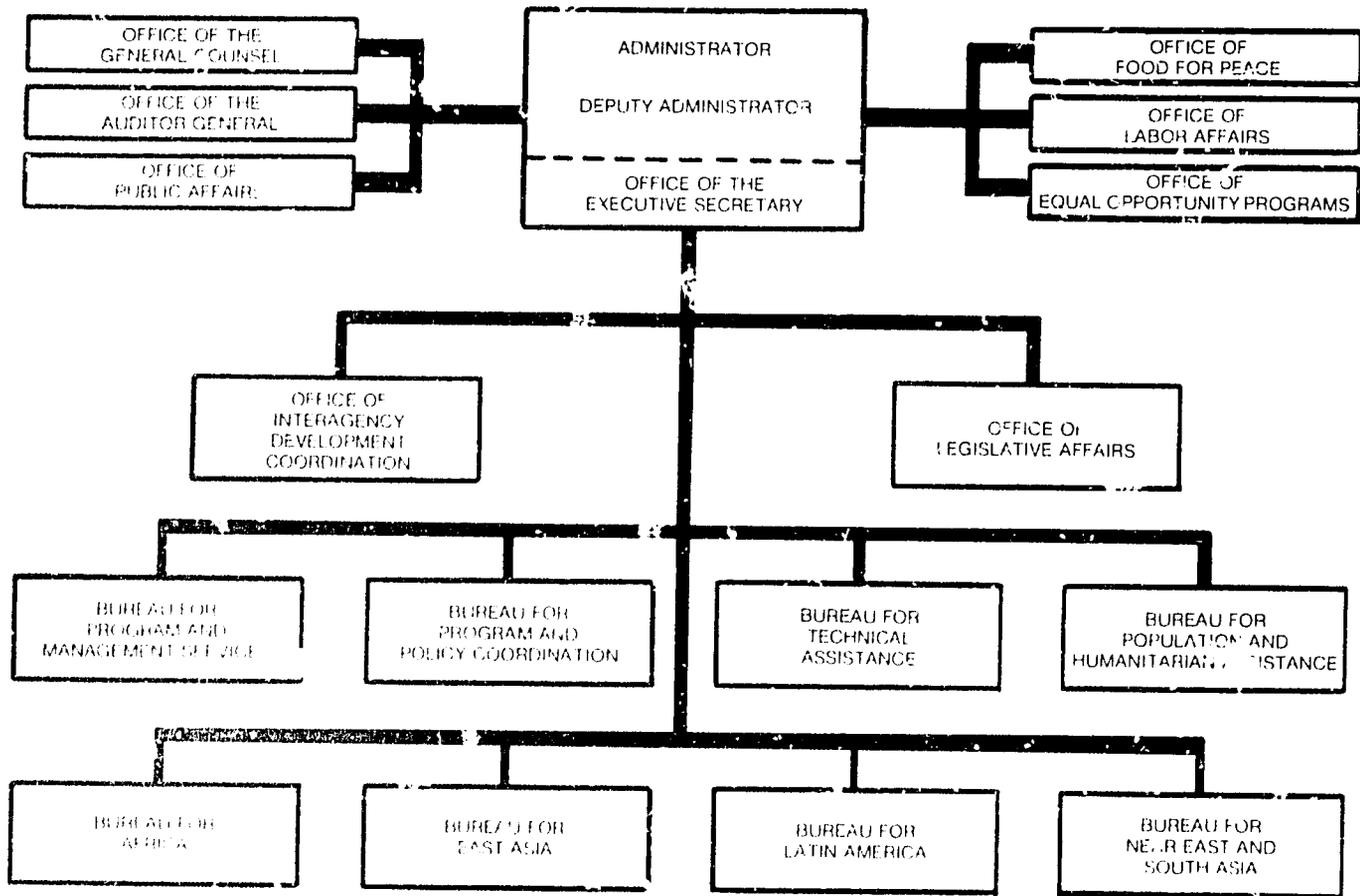
Georgetown
Room



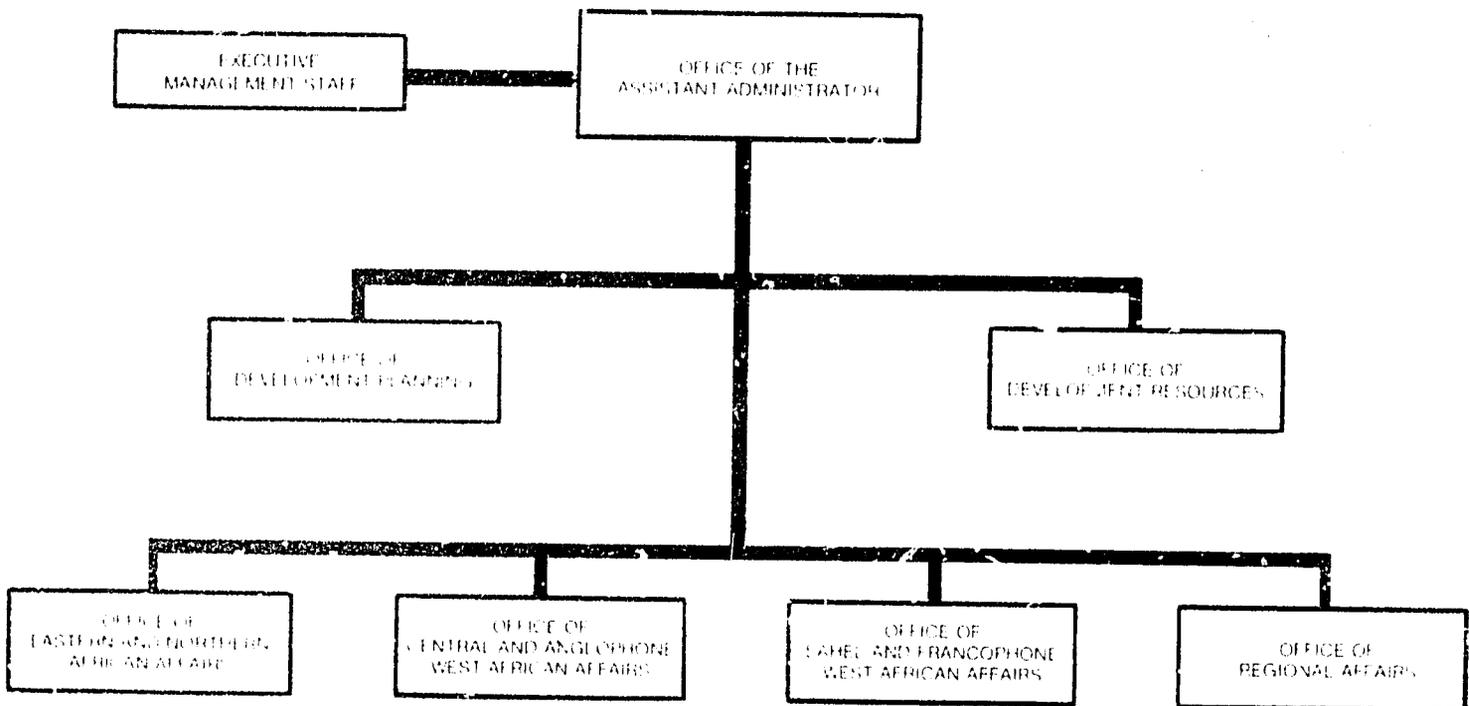
II.

**AID
ORIGINS:
WHAT IS AID
ANYHOW?**

AGENCY FOR INTERNATIONAL DEVELOPMENT



BUREAU FOR AFRICA



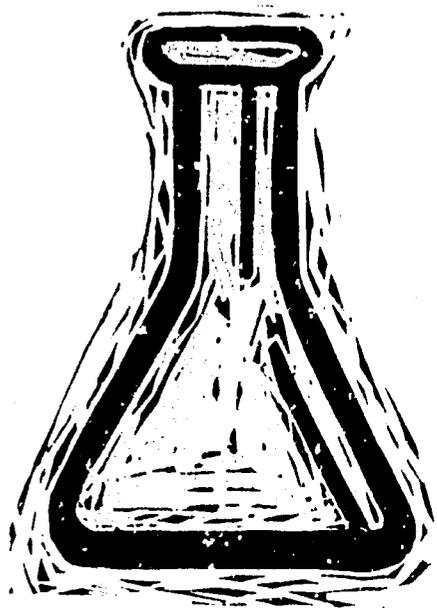
AID ORIGINS: What is AID Anyhow?

The Agency for International Development (AID) was created by the enactment of the Foreign Assistance Act (FAA) in 1961. AID administers most of the foreign economic assistance of the United States Government, operating from Washington headquarters in the Department of State and through field missions or representatives in over 80 countries of Africa, Asia, the Near East and Latin America. AID inherited much of its overall mission from such predecessors as the Marshall Plan, Good Neighbor Policy and Food for Peace, which previously operated as independent programs. Funds for AID are authorized and appropriated by Congress with considerable detail given to the various programs authorized for particular nations and regions.

Foreign assistance, broadly speaking, is the transfer of food, manufactures, expert services, technology, and other resources in the form of project personnel, facilities, grants or long-term low-interest loans. Starting with the "New Mandates" in the 1974 amendments to the FAA, four major areas of focus—food production, population planning, health and nutrition, and education and human resources development—were stressed for future assistance. With the alarming recognition of the long-term implications of the drought stretching across the Sahelian countries of mostly French-speaking Africa, a major FAA addition was made for a 20-year program of development

Eight countries were included: Cape Verde, Chad, Guatemala, Mali, Mauritania, Niger, Senegal and Upper Volta.

The FAA was most recently revised to give the highest priority within AID to assistance programs directly improving the lives of the poorest. As stated by John Callaghan, Administrator for AID: "There are no separate futures for rich and poor. AID is one way of bridging the gap—both here and abroad."



III.

**WHY THE
AFRICA
BUREAU
OUTREACH
FOR
MINORITIES
& WOMEN:**

**WHY THE
MATCH
INSTITUTION
AS A
MATCHMAKER**

WHY BUREAU FOR AFRICA OUTREACH FOR MINORITIES AND WOMEN:

Why the MATCH Institution as a Matchmaker

Based on much preceding analysis and discussion, early in 1977 the Bureau for Africa within AID acted on a recognized need for a more systematic effort to achieve greater minority and female participation in its programs of development assistance and contracted with MATCH for such a program.

This action was preceded by the declaration of Congress, in amending the policy statement of the Foreign Assistance Act, which emphasized that development programs should *be carried out* to the maximum extent possible through the private sector, including those institutions which already had ties in the developing areas, such as educational institutions, cooperatives, credit unions, voluntary agencies and small businesses.

While the legislation expressly emphasized the use of the existing expertise of the private sector, through small business, voluntary associations and institutions of higher education, generally, few minority or female institutions had been tapped by AID through the late sixties and early seventies.

Minorities

AID's records and General Accounting Office studies document the extent to which minorities and women have historically been underutilized in international development. From 1968 to 1975 only four minority educational institutions were among the 54 awarded grants under section 211(d) of the Foreign Assistance Act (funds for institutional capacity building) with its attending contracts. Such awards as were made to minority institutions accounted for only \$2 million of the \$87 million, or less than 2.3% of those awarded during this period. Even more dramatically, there were no minority educational institutions participating in the pool of follow-on contracts which accounted for more than 50% of these funds. Similarly, of the funds awarded to universities under AID's central research program between the years 1972 and 1975, only one grant of the 62 awarded went to a minority institution. That one grant was for \$25,000 out of the total of \$83 million awarded for university research.¹

The contract awards made to minority business organizations were equally modest. In the years of 1975 and 1976, minority businesses were noted as having received \$1.2 million of the

total of \$2,519 million and \$1.5 million of the total of \$2,102 million, respectively, committed for all grants and contracts—figures which AID's Small Minority Business Office informed Congress exceeded its minority business goals for each year.

The pattern for minority Private and Voluntary Organizations (PVOs) for the year 1975 echo those for the other two earlier categories. There was apparently no minority PVO authorized to participate in the \$34 million provided for registered organizations, and only six minority organizations were included among the 65 non-registered agencies for an aggregate funding of slightly less than \$3.3 million of the total \$90.6 million provided for such PVOs. Of the 16 PVOs receiving general budget support for the years 1975 and 1976, two were minorities, for an aggregate of \$1.6 million out of a total of \$25 million given for that purpose.

Women

There is little or no information available on the participation of female-owned businesses in AID contracting. Information obtained in staff interviews conducted by the United States Civil Rights Commission in 1972 suggests, however, that the participation of women in direct competitive procurement is less than that of minorities. Indeed, AID reported that it does not collect data on competitive contracts nor negotiated contracts awarded to women. Furthermore, it has been stated that even if the sex of the business owners who received AID contracts were recorded or available, compilation of the data would require extensive time due to the large number of contracts.

This lack of data and the absence of procedures for collecting information on contracts awarded to women are indicative of the low priority AID has heretofore assigned to female business development.

The few studies which have been made of women in government contracting have neither distinguished firms owned by women from male-owned firms which simply employ women as project directors, nor have they cross-classified female-owned firms by race because such data has not been available.

Based on statistical information made available through the Bureau of the Census, the Civil Rights Commission and the Small Business Administration it is clear that a significant number of female-owned firms are in research, consulting and miscellaneous technical services, which are likely to provide talents regularly purchased by AID. These firms are also likely to have developed some expertise and capital resources and are, therefore, likely prospects for the Agency should it seek to increase its purchases from them.

Significantly when Federal contracts officers were surveyed on their attitudes toward female-owned firms, they replied that their total or near total lack of experience in dealing with such firms would not support generalizations regarding their characteristics.

In spite of the fact that the Percy Amendment to the Foreign Assistance Act specifically calls upon AID to assure special attention to the increased involvement of women in development world-wide in 1977 and 1978, there are no business development programs for women in AID. The eligibility of women to participate in the special contracting programs, which are directed toward minority business development, is still a matter of debate between women's action groups and those with the overall responsibility for small business throughout government.

¹ AID Study for the Foreign Operations Subcommittee of the Senate Appropriations Committee on Request in Report No. 94-1009, June 29, 1976, at page 47 and Statistics supplied by AID PPC PIAS SRD, March 18, 1977.

² *Minorities and Women as Government Contractors, A Report of the United States Civil Rights Commission*, May 1975, pg. 12, et seq.

MATCH as Matchmaker

In recognition of these shortcomings, the MATCH Institution was retained by the Bureau for Africa of AID (AID/AFR) to assist in identifying potential minority contractors and grantees through a modest demonstration in developing a program for their increased use.

The specific elements of work to be carried out in this effort by MATCH were to be

1. Compiling a list of all minority consultant firms and institutions with their technical assistance and research qualifications that had provided AID/AFR with resumes, proposals and/or replies to RFPs along with other potentially eligible minority contractors with their qualifications and competence in the substantive fields designated for programmatic emphasis.
2. Compiling a listing of proposed special studies and project activities identified by the respective geographic, functional offices within AID/AFR, identifying scope of work, and type of technical services required, and the procurement and contract actions for project implementation, including the set-aside procurement regulations for utilizing the Agency's approved list of "disadvantaged" firms as provided for under section 8(a) of the Small Business Act.

3. Arranging two briefing seminars -- one for interested minority contractors on AID/AFR development program and project activities as well as AID procurement and contracting procedures, and a second for AID/AFR staff on minority firms' interests, capabilities and the methods for facilitating their participation in AID/AFR programs.

4. Preparing a brochure and related materials for potential minority contractors on the AID/AFR program and on AID contract procurement procedures.

5. Assessing the contract procurement procedures with a view to preparing recommendations on ways to facilitate minority participation.

The MATCH Institution was thought to be appropriate for the above assignment because of its extensive background in the technical problems of public and private sector marketing and craftsmanship by minority- and women-related institutions. MATCH work has included efforts with government and private sector interests to catalyze their resources to make more effective use of the capabilities offered by minority firms, institutions and individuals, as well as actually packaging joint ventures and assisting in the negotiations of subcontracts between majority and minority contractors.

In the private sector MATCH has served as a "matchmaker" for such business entities as the National Homes Corporation (the nation's largest industrial housing manufacturer), the United States Savings and Loan League (with affiliate activities in every state of the United States), the Fortune "500" Corporations of Revlon Cosmetics and the Coca Cola Bottling Company, the Kwanza Mining Company of Zambia, as well as several private colleges and universities.

In the public sector MATCH has studied and performed minority vendor and consultant identification and pre-qualification assignments for the procurement programs of the Federal Railroad Administration, the Federal Highway Administration, Operation Breakthrough of the Housing and Urban Development Department, the Federal Maritime Commission, the Economic Development Administration and the Small Business Administration. At the local level MATCH has performed similar services for a large number of cities including Washington, D.C., Newark, New Jersey, and Atlanta, Georgia. MATCH's work has involved such diverse settings as the Delta Farm lands of the South, the coal fields of Appalachia, the barrios of both the Northwest and Southwest, the Chinese enclaves of the Far West, and urban ghettos throughout the Nation.

It was anticipated that much of this experience could lend facility and depth to MATCH's ability to meet the requirements of the scope of work proposed here.



IV.

**AID FOCUS
ON PROGRAM
"SECTORS":
FINDING THE
FOREST AMID
THE TREES**

AID FOCUS ON PROGRAM “SECTORS”: Finding the Forest Amid The Trees

AID approaches its mission from two angles

1. by problem designations (with specialties like food and nutrition).
2. by geographic designations (with desk officers by country and region)

The priority problem designations given attention fall into one of four “Program Sector” categories: Food and Nutrition, Population Planning and Health, Education and Human Resources Development, and Selected Development Activities

The following are more detailed insights into the nature of the several sectors with special attention given to the Sahel region because it uniquely qualifies as both a designation of a problem typology and a geography

AID/AFRICA PROGRAMS ON FOOD AND NUTRITION

The Food and Nutrition Projects are designed to improve and expand agricultural and livestock development. They may be categorized as: 1) Integrated Projects to Increase Agricultural and Livestock Development, 2) Projects to Develop Financial Resources, 3) Projects to Provide Training in Economic Development, and 4) Projects to Construct Roads

According to the Bureau for Africa Congressional Presentation for Fiscal Year 1978, total Food and Nutrition loans and grants are to be \$98.1 million

Integrated Projects to Increase Agricultural and Livestock Development

Agricultural Production

These projects attempt to increase and improve agricultural techniques, materials and farming practices for a variety of crops.

Project Objectives:

Screen, test and select agricultural varieties for adaptability in the local environment.

Develop rural infrastructure, extension and irrigation services.

Provide credit, seed and fertilizer, and market and crop storage facilities.

Expand multiplication of improved and high quality seeds [establishing foundation seed farms and laboratories and procedures for certified seed distribution].

Develop ground and surface water resources.

Establish agricultural disease and pest control programs.

Personnel Requirements: Agricultural economists, agronomists, irrigation engineers, well digging supervisors, farm management specialists, technicians who specialize in soil management, horticulture, entomology, crop improvement and crop screening, agricultural development specialists, crop program-production officers, and agricultural engineers.

Commodity Requirements: Material and office equipment, vehicles, spare parts for seed production and processing equipment, tools, pumps, earth satellite maps, hand farm implements, bird seed supplies, agricultural teaching aids, and equipment for irrigation and breeding/cropping systems.

Livestock Development

Project Objectives:

Implement range management conservation.

Develop water resources in relation to carrying capacity of area.

Improve grazing and agriculture areas through soil and water management.

Contain animal diseases.

Evaluate livestock programs.

Personnel Requirements: Animal, animal health, nutrition, fly eradication and range management specialists, water development specialists and hydrologist planners.

Commodity Requirements: Vehicles, veterinary supplies, mineral supplements, radios, fencing materials, and land clearing, lab, camping and scientific equipment.

Projects To Develop Financial Resources

Financial resource development projects organize and improve national/rural credit and loan facilities.

Project Objectives:

Establish credit institutions to channel savings into agricultural activities.

Collect data on credit utilization, crop yields and farm earnings.

Develop feasibility studies and training programs focused on agricultural credit, financial management programs and lending activities.

Personnel Requirements: Credit, financial operations and fiscal management officers, computer specialists and credit advisors.

Commodity Requirements: Materials, supplies, and equipment for office, training and demonstration purposes.

Projects To Provide Training in Economic Development

Management, planning, marketing, educational and research training in various agricultural organizations and institutions are provided by economic development projects. Training programs are undertaken in areas such as planning and management, price-marketing analysis, and research.

Planning and Management

Project Objectives:

Plan, allocate, evaluate, manage and coordinate organizational resources and integrated national/rural development projects.

Develop the long-run planning capacity of various organizations through public administration and business academic courses.

Teach audit, credit, market and extension programs.

Personnel Requirements: Economic development and management consultants; agricultural planning and economic development technicians; rural development specialists; regional planners; and professors to teach various training courses such as agricultural planning, economics, agronomy, and statistics.

Commodity Requirements: Vehicles, construction materials, public works supplies, calculators and equipment for surveys and training.

Price-Marketing Analysis

Project Objectives:

Establish price marketing analytical capacity which focuses on agriculture and livestock development.

Develop feasibility studies on factors influencing outputs, prices and marketing.

Develop credit/purchase/production/marketing/storage cycles for small farmers.

Personnel Requirements: Marketing specialists, rural development planners; technicians specializing in cooperative management, communication and training; price/marketing and farm management economists; agricultural statisticians, and agricultural planners.

Research Capability

Project Objectives:

Provide training in agricultural field research so as to improve crop yields and soil fertility.

Establish agricultural research programs and research.

Improve capability in conducting and coordinating economic/social development.

Personnel Requirements: Various agricultural/economic specialists such as principal agronomists, rice agronomist/breeders, agricultural education advisors; scientists; and extension advisors.

Commodity Requirements: Vehicles; and equipment for laboratory research, farming, and construction.

Projects To Construct Roads

Project Objectives:

Make national and local markets, agricultural, health and education services accessible to the rural farmer.

Increase participation in rural development programs.

Technical Requirements: Engineering design, construction design and supervision, equipment maintenance and advisory services, and evaluation of project's economic, social and political impact on isolated areas.

Personnel Requirements: Road engineers and contract technicians.

Commodity Requirements: Equipment for road repair, maintenance, upgrading and development.

AID/AFRICA PROGRAMS ON POPULATION PLANNING AND HEALTH

Projects in this sector improve and expand health and family planning facilities. According to the Bureau for Africa Congressional Presentation for Fiscal Year 1978, total Population Planning and Health Sector grants are to be \$24.6 million.

Projects To Improve The Population Planning And Health Sector

These projects provide a variety of services and functions to improve national and rural maternal/child health care; family planning, nutrition programs, sanitation, preventive and curative health care, and potable water supply.

Project Objectives:

Develop low cost national health and family planning delivery systems which can provide maximum medical services;

Build hospitals and other health facilities;

Provide finances and assistance in implementing research studies on various disease and epidemiological studies;

Assist in various training programs

Personnel Requirements: Health administration and various technicians specializing in health matters

Commodity Requirements: Vehicles, well drilling equipment, medical supplies including drugs, vaccines and contraceptives, family planning materials, training supplies, and office and medical equipment

Projects To Provide Training and Technical Services

The purpose of these projects is to train African personnel to manage, implement and evaluate the health, population and family planning programs. These projects also provide supplemental facilities for the Integrated Projects.

Medical and Health Facilities

Project Objectives:

Train medical, paramedical and supply personnel to staff national and rural health posts and health and family planning delivery systems (especially village level health care).

Personnel Requirements: Medical trainers, supply and logistics experts, community health educators, specialists in health family planning, training and sanitation.

Commodity Requirements: Potable water equipment, audiovisual equipment, education materials, family planning supplies, and construction materials for hospitals and related medical facilities.

Planning, Management and Research Facilities

Project Objectives: To provide training to:

Assess, monitor, evaluate and contain endemic and related diseases.

Implement and evaluate operational research programs in public health, maternal and child health, family planning and population control.

Formulate feasibility studies and programs which emphasize data collection on maternal-child health, reproductive health, family planning, population and nutritional factors.

Improve efficient allocation and use of health sector resources through project planning and management.

Personnel Requirements: Maternal and child health aids; nurse educators; maternal/child health physicians; planners; health administrators; and specialists in vehicle maintenance, health planning, health management and statistical advisory services.

Commodity Requirements: Equipment for labs, training, health, classroom, medical supplies; administrative supplies, and office equipment.

AID/AFRICA PROGRAMS ON EDUCATION AND HUMAN RESOURCES DEVELOPMENT

According to the Bureau for Africa Congressional Presentation for Fiscal Year 1978, total Education and Human Resources Development grants are to be \$27.2 million. These projects improve and expand educational and technical assistance programs which are responsive to agriculture, education, health, family planning and population needs.

Projects to Develop Planning, Management and Research Facilities

Project Objectives:

Improve managerial, planning and research capabilities through training, technical and financial assistance;

Improve capabilities in national and local planning programs, program management, project implementation and design, decentralized and labor intensive projects, training programs (e.g. job and academic training), system analysis, financial management, and research.

Develop related technical and specialized skills responsive to economic/social development needs.

Personnel Requirements: Contract officers to assist in project development and implementation; and specialists in government management, public administration, tax administration, job classification, pay, training and contract support services.

Commodity Requirements: Vehicles, training and teaching materials; and audio visual equipment.

Projects To Develop Technical And Specialized Skills

Project Objectives:

Increase the role of women in (1) a variety of skills responsive to economic/social development participation in rural village and agricultural development [e.g. crop rotation and cultivation practices]; and (2) artisan, manufacturing, management research, planning, research and training facilities;

Provide training and educational services in agriculture, education and non-formal education programs; health; community service activities; environmental science; and modern communications.

Personnel Requirements: Project advisors; contract technicians to assist in feasibility studies and project implementation; and various specialists in socio-economic development activities, such as range management, agriculture, credit, education and modern communication programs.

Commodity Requirements: Agriculture and health supplies; and office, training and lab equipment.

AID/AFRICA SELECTED DEVELOPMENT ACTIVITIES

Selected Development Projects are designed to accelerate economic and social development by (1) increasing the participation of local and African regional organizations in social/economic development activities; and (2) developing research and planning capabilities for project activities (e.g. pilot activities which have potential for development impact on a large scale).

Total Selected Development Activities grants and loans are to be \$22.9 million according to the Bureau for Africa Congressional Presentation for Fiscal Year 1978.

Projects To Accelerate Economic Social Development

Project Objectives:

Improve and expand research and feasibility studies on food production and livestock techniques, range management, education, health, disease control, and fresh water and electrical supply;

Coordinate planning and data collection in various feasibility and research studies;

Assist in the design, implementation and preparation of projects;

Provide training and technical assistance for various economic and social programs

Personnel Requirements: Development economist/planners, development officers, documentalists, agricultural economic advisors, and various specialists in economic/social development activities

AID SAHELIAN AFRICA DEVELOPMENT ASSISTANCE PROGRAM

The Sahel Development Assistance Program differs from The Sahel Development Program. The former program is characterized as a) providing for on going programs which preceded the Permanent Interstate Committee for Drought Control in the Sahel (Club des Amis du Sahel (CILSS - Club) program organization; b) being smaller; c) including areas where AID is currently ahead of CILSS/Club planning, such as population, family planning, and emphasizing the role of women in development; and d) containing some activities that are pilot, innovative or experimental.

The purpose of projects in Sahelian Africa is to provide training, technical and financial assistance in planning, design and implementation of program sectors such as 1) Food and Nutrition, 2) Population Planning and Health, and 3) Education and Human Resources Development

According to the Congressional Presentation for Fiscal Year 1978, total Sahelian Africa program grants are to be \$32.3 million.¹

¹"Africa Programs Including Sahel Development Program," *Fiscal Year 1978/Submission to Congress, Agency for International Development (1977)* p. 29.

Food and Nutrition

Projects in the Food and Nutrition Sector will emphasize an integrated approach in improving and increasing food production while utilizing efficient techniques to protect food crops and livestock against drought, disease and pests. Total AID Food and Nutrition grants for Fiscal Year 1978 are to be \$24.5 million.

Agricultural Production—These projects attempt: a) to develop and utilize low-cost, low-risk and on-farm implements in areas such as seeds, farm implements and animal traction, and b) to coordinate efforts between the international research community and Sahelian countries in order to adapt research and agricultural production.

Livestock—Projects in Livestock Development attempt: a) to maximize Sahelian breeding and cattle rearing techniques and utilize higher rainfall areas in southern Sahel for growing out prior to slaughter, and b) to increase the use of animal traction.

Population Planning and Health

Projects in the Population Planning and Health sector attempt to expand and reorient Sahelian health programs towards preventive services for the rural poor, such as nutrition, potable water, health education, maternal and child health care and population family planning activities. Total AID Population Planning and Health grants for Fiscal Year 1978 are to be \$4.6 million.

Education and Human Resources

Projects in the Education and Human Resources sector attempt a) to provide managerial and technical training programs geared toward an increase in agricultural production, and b) to increase the activities and participation of women in the development process. Total AID Education and Human Resources grants for Fiscal Year 1978 are to be \$3.2 million.

MULTI-NATIONAL SAHEL DEVELOPMENT PROGRAM

The Sahel Development Program is a cooperative multi-donor, multi-recipient program (Club des Amis du Sahel). The program incorporates: a) a goal leading to self-sufficiency and sustained economic and social development; b) integrated planning and programming by donors and Sahelians; and, c) a planning horizon of 20 years for the economic and ecological reformation of the Sahelian Region.

Projects in the Sahel Development Program focus on the following areas: Agriculture, Livestock, Human Resources, Health, Nutrition and Population, Ecology, Adaptive Technology, Pricing, Marketing and Storage, and Transportation and Infrastructure. Total MD Sahel Development Program grants for Fiscal Year 1978 were \$50.0 million.

Agriculture

Projects in the Agricultural sector emphasize recognition of the critical role rainfed agriculture must play in the development of the Sahel. Projects are geared towards the following areas:

a) New lands must be brought into production in areas where there is still sufficient land available.

It involves finding solutions to complex disease, health and resettlement problems that cannot be solved in a typical five-year planning period.

b) Intensifying production while maintaining a high level of rural employment.

Provision of improved technologies, tools, fertilizers, seeds, pesticides, and supplied at rates that will allow farmers to assimilate them into their existing farming operations.

Increased training of professional and intermediate level agriculturalists.

Accelerated research on essential crops with priority given to the formulation of improved production packages for food crops.

c) Reducing vulnerability to drought.

Cultivation of new lands in the southernmost areas of the Sahel, the best watered areas, to reduce the vulnerability of rainfed crops.

Planting shorter cycle cereals capable of maturing during the brief rainy season.

Research in new varieties and field trials.

Livestock Production and Marketing

Projects in Livestock Production and Marketing attempt a) to improve pasture yields and increase water supply; b) to develop viable technical packages for nomadic herders; c) to increase ruminant and livestock production by developing modern production systems and opening new lands for grazing; d) to promote mixed farming systems; e) to increase the training of needed technical and managerial personnel.

¹Africa Programs Including Sahel Development Program (Fiscal Year 1978 Submission to the Congress) Agency For International Development (1977)

Human Resources

Projects in the Human Resources Sector attempt

a) to build in-region training capacity especially in support of production sectors, such as:

Regional training capability in critical technical areas related to the comprehensive development of irrigated agriculture generally, and river basin development specifically.

Rural social sciences, including agricultural economics;

Management and administration training capacity in-country

b) to plan and manage national and regional educational/training services;

c) to assist national educational reform programs such as:

Conversion of primary schools to community learning centers, including instruction in practical skills and in health, nutrition, and child spacing concepts;

Introduction of local languages of trade and commerce as languages of instruction to primary schools;

Materials design and production, preparing trainers of trainers;

Introduction of programmed instruction, appropriate technologies (radio, video-tape);

Introduction of evaluation techniques.

d) to support planning and educational reform through research and development activities.

Health, Nutrition And Population

Projects in the Health, Nutrition and Population sector attempt a) to develop health planning, environmental sanitation, rural health delivery and preventive care; b) to control endemic diseases; c) to collect, analyze and utilize demographic data for population development planning and evaluation; and d) to analyze the effects of high fertility both on the economic progress of the Sahel as well as on the health and well-being of mothers and children

Adaptive Technology

Projects in the Adaptive Technology sector attempt a) to utilize remote sensing technology; b) to develop technology to exploit renewable energy resources and increase water supply; c) to develop agricultural technology for draft animals and small scale motorized agricultural equipment

Ecology

Projects in the ecology sector will attempt a) to transfer remote sensing technology to Sahelian countries; b) to develop the technology for mapping Sahelian natural resources; c) to finance and conduct natural resource inventories; d) to train personnel in range, forest and management techniques and in utilizing technological planning tools such as remote sensing data; e) to upgrade and rehabilitate Sahelian forest and range resources; and f) to draft environmental impact statements on ecological projects

Pricing, Marketing and Storage

Project Studies for the Pricing, Marketing and Storage sectors are as follows:

Price Policy

Projects attempt a) to describe and analyze trends in cereal prices – both producer and consumer prices; b) to describe the methods by which producer and consumer prices are established; c) to compare producer prices of cash crops and food crops; d) to describe and analyze the impact on production of producer and consumer price stabilization systems where they exist; e) to describe and analyze the effects of the system of price subsidies to consumers where they exist; f) to estimate the income of the rural sector and its fiscal contribution; g) to describe the cost structure of main cereals, from farm gate to consumer, with special attention to transport costs; h) to evaluate the relative weight of the various factors contributing to grain exports – price differentials, exchange rates, ease of marketing and transport, etc.; i) to indicate if a single official producer price and a single official consumer price exist throughout the country; j) to analyze the effects of this policy on production and consumption

Marketing Policy

Projects attempt a) to describe and compare the marketing systems in the Sahel; b) to evaluate the importance of food crops in comparison with total agricultural production; c) to evaluate the importance of trade, i.e. nonsubsistence production, compared with total production of cereals; d) to estimate the proportions traded in modern marketing channels and in traditional channels; e) to describe the methods by which marketing operations are financed for cereals as well as cash crops and indicate the magnitude of financing involved; f) to describe the institutions and procedures by which the rural sector is provided with inputs (fertilizer, agricultural equipment, credit, seeds, etc.) and set out the relationships between cereal marketing and provision of inputs; g) to describe institutions and processes by which rural people are supplied with consumer goods and analyze the possible effects on cereal production and marketing; h) to analyze the relationships and procedures involved in foreign trade in food grains (imports and exports) and to estimate the volume of this trade, in both modern and traditional channels.

Storage

Projects attempt a) to describe the present situation with respect to storage capacity at village, local and national levels, as well as at the ports; b) to summarize public policies and objectives regarding storage, insofar as these can be determined from plan documents, political statements, investment patterns, etc.; c) to estimate the quantities of products now in storage, with some indication of needed capacity under various definitions of self-sufficiency and to indicate means of storage used and spoilage rates; d) to make an inventory of storage-related projects presently underway or in preparation; e) to describe the means, methods and products used in treating cereals distributed for sale to consumers for use as seed and to specify the quality norms in use; f) to describe the mechanisms used to finance the products stored; g) to estimate the cost of different methods of storage in use in each country and to describe the mechanisms in use for financing the costs of storage; h) to prepare an inventory of new methods and concepts of storage and conservation of food grains, whether for consumption or for seed.

Transportation And Infrastructure

Projects in the Transportation and Infrastructure sector attempt a) to integrate transport and infrastructure planning with production group programs and with the concerns of the other integrating sectors; b) to analyze the entire transportation network in and to the Sahel including river, rail and road to achieve the most desirable balance; c) to develop comprehensive project identification guidelines to encourage regional development and reduce the impact of future droughts; d) to analyze environmental and energy impact consequences of transport investments; and e) to analyze the problems and constraints of the transport industry and the private investment needs to meet future transport demands.

COUNTRY AND REGIONAL SUMMARY

The program sectors of the Agency for International Development include: 1) Food and Nutrition; 2) Population Planning and Health; 3) Educational and Human Resources Development; 4) Selected Development Activities; and 5) the Sahel Development Program.

Excluding the Sahel Development Program, the above four program sectors are applicable to the following geographic areas:

Specific Countries

AID sectoral program assistance can be given to individual African countries. The African countries which receive such bilateral assistance are: Burundi, Central African Empire, Rwanda, Ethiopia, Kenya, Tanzania, East African Community, Cameroon, Cape Verde, Guinea-Bissau, Sao Tome Principe, Ghana, Liberia, Sierra Leone, Guinea, Togo, and the Entente Area.

African Regional Programs

AID sectoral program assistance can be in support of *both* African bilateral and regional multi-country programs. This assistance is similar and complementary to sectoral programs provided to specific countries [i.e. bilateral assistance]. However, African

Regional Programs emphasize the use of intermediaries such as the Africa Cooperative Savings and Credit Association (ACCSCA), African Development Bank, African Training and Research Center in Administration for Development (CAFRAD), Association for the Advancement of Agricultural Sciences in Africa (AAASA), Association of African Universities, Economic Commission for Africa (ECA), Pan-African Institute for Development, Science Education Program in Africa (SEPA), Scientific and Technical Research Commission of the Organization of African Unity (OAU/STRC), and the West Africa Rice Development Association (WARDA).

Sahelian Africa Development Assistance Program

Sahelian Africa includes the following countries - Chad, Mali, Mauritania, Niger, Senegal, and Upper Volta. Sahelian Development Assistance Programs can also be bilaterally and regionally oriented. The sectoral programs are similar to other programs in previously described geographic areas.

Multinational Sahel Development Program

The Sahel Development Program is a cooperative effort donor and multi-recipient programs coordinated by the Permanent Interstate Committee for Drought Control in the Sahel (CILSS) and the Club des Amis du Sahel.

After the drought of 1968 through 1974, the Sahelian states formed the Interstate Committee for Drought Control in the Sahel so as to serve as the coordinating agent for donor relief and as a forum to articulate long-term development needs. In the fall of 1975, donors such as the U.S., industrialized Western countries and other more developed countries agreed with the Sahelian states to form the Club des Amis. This Club brought together the donor and recipient communities to plan an approach for long-term development of the Sahel.

In Fiscal Year 1978, the U.S. proposed a \$50 million financing for the Sahel Development Program. These funds will be used for: a) Projects to support the Club objectives; b) Studies and Research; c) Support to the Club working groups; and d) Assistance to CILSS and the Club Secretariat.

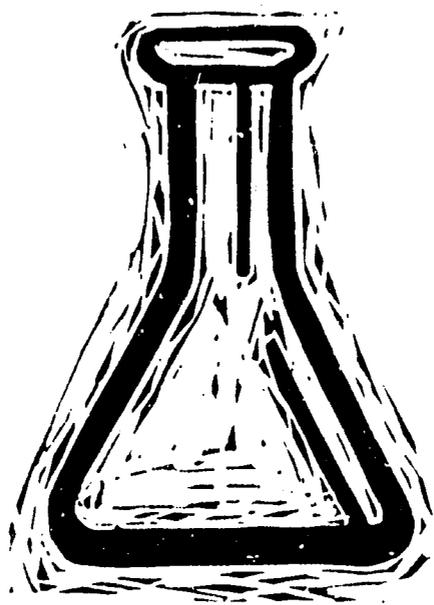
SUMMARY OF PROGRAM BY COUNTRY AND APPROPRIATION FISCAL YEAR 1978

(In thousands of dollars)

REGION: AFRICA

COUNTRY	Total	Food and Nutrition	Population Planning	Health	Education and Human Resources Development	Selected Development Activities	Other Programs
CENTRAL AFRICA							
BURUNDI	800	800	—	—	—	—	—
CENTRAL AFRICAN EMPIRE	475	40	215	220	—	—	—
RWANDA	1,085	1,085	—	—	—	—	—
EAST AFRICA							
ETHIOPIA	13,927	12,745	200	—	982	—	—
KENYA	3,592	2,282	1,810	—	—	—	—
TANZANIA	7,854	6,354	1,500	—	—	—	—
EAST AFRICA REG	700	700	—	—	—	—	—
WEST AFRICA							
CAMEROON	12,657	2,640	430	1,787	200	7,600	—
CAPE VERDE	6,500	1,800	—	200	—	4,500	—
GUINEA-BISSAU	1,150	850	—	—	300	—	—
PORTUGUESE SPEAKING AFRICA	1,896	—	—	—	1,896	—	—
GHANA	17,270	14,770	980	965	555	—	—
LIBERIA	8,845	1,965	205	2,610	3,565	500	—
SIERRA LEONE	2,100	1,900	—	—	—	200	—
FRANCOPHONE WEST AFRICA							
GUINEA	1,400	1,400	—	—	—	—	—
TOGO	300	—	250	50	—	—	—
ENTENTE AREA	5,430	5,430	—	—	—	—	—
AFRICA REGIONAL PROGRAMS							
AFRICAN REGIONAL	54,535	18,832	838	8,251	16,554	10,060	—
SAHELIAN AFRICA DEVELOPMENT ASST.							
CHAD	5,797	3,794	—	411	1,592	—	—
MALI	6,988	5,923	265	800	—	—	—
MAURITANIA	1,411	1,411	—	—	—	—	—
NIGER	5,890	4,390	—	1,500	—	—	—
SENEGAL	8,361	5,750	611	1,000	1,000	—	—
UPPER VOLTA	1,827	1,227	—	—	600	—	—
SAHEL REG. ACTIVITIES	2,039	2,039	—	—	—	—	—
SAHEL DEV. PROGRAM	50,000	—	—	—	—	—	50,000
Total	222,829	98,127	6,804	17,794	27,244	22,860	50,000

V.



**CONTRACTS
& GRANTS:
GETTING
IN ON THE
AID "ACTION"**

AID PROCESS LEADING TO PROJECT CONTRACTS AND GRANTS

PROJECT GENERATION

A project is initiated by any of the following methods: 1) Host government requests U.S. collaboration to solve a particular economic/social problem; 2) U.S. private firm or non-profit institution "sells" a particular project to the host country, and/or 3) Africa Bureau/Geographic Offices or Development Resources (AFR/DR) prompts the AID Mission abroad on suggested types of project activities.

PROJECT IDENTIFICATION

After the project is identified, the purpose of the project is clarified and a decision is made determining the type of assistance and basis for contractor selection. This clarification details: 1) Specific recipient country's needs, and 2) A comprehensive plan which covers the project's objectives (or outputs), proposed activities, and an initial budget.

Consultants may be used to supplement AID's in-house expertise in the project identification analysis. The Africa Bureau/Development Resources (AFR/DR) Technical Office assists in identifying such outside sources.

PROJECT IDENTIFICATION DOCUMENT

The Field Mission's detailed description of the proposed project is included in the *Project Identification Document* (PID).

The PID covers: 1) Proposed response to solve the host country's problem, 2) Project's financial requirements and plans; 3) Development of the project, and 4) Issues of policy or programmatic nature. The following actions ensue:

The Field Mission refers the project idea to an initial PID Project Review Committee.

The project idea is assessed on its applicability to the overall AID Development Assistance Plan (DAP) for that specific country; other, on-going AID programs in the host country; and the Congressional Mandate. The PID is approved by the Project Review Committee.

The Executive Committee for Project Review (ECPR) will review the project when there are disagreements or other related issues as to whether or not a PID should be approved.

The PID is then approved by the Assistant Administrator for the Africa Bureau (AA/AFR).

The Africa Bureau/Geographic Office informs the Field Mission to develop the project idea.

PROJECT DESIGN

The Africa Bureau/Development Resources (AFR/DR) forms a permanent Project Committee for back-up support of the project design, review, approval and implementation. Usually, a member of the AFR/DR/Geographic Office becomes the Project Committee Chairperson for the particular project.

The AFR/DR Project Committee membership collaborates with the Regional Economic Development Services office and the Field Mission to establish: 1) Project design schedule; 2) Scopes of work for project teams; 3) Recruitment of AID specialists and outside consultants; and 4) Support for the design process.

A detailed project design will be prepared by a design team comprised of AID personnel and/or consultants. This team will emphasize the technical approaches to be utilized and the scheduling and management of project inputs.

PROJECT REVIEW PAPER

The design of the project is included in the *Project Review Paper* (PRP). The PRP will enable AID to determine whether the project is feasible enough to (1) Proceed to the *Project Paper* (authorization of funding), and (2) Be included in the Congressional Presentation (CP).

Furthermore, the PRP evaluates the project according to 1) Priority and Relevance; 2) Description; 3) AID and other Relevant Experience; 4) Feasibility Issues; 5) Other Donor Coordination; 6) Financial Plan; 7) Implementation Plan; and 8) Project Development Schedule. The next steps are as follows:

The Project Committee implements a technical and professional review of the *Project Review Paper* (i.e. economic, financial, engineering, social and relevant technical analysis).

The Project Committee prepares an issue paper for the AFR Executive Committee on Project Review (AFR/ECPR).

The *Project Review Paper* is approved and, consequently, the project will be included in the Congressional Presentation (CP). The Field Mission will be authorized to proceed to detailed planning with the host government.

Usually, no project changes are required for the *Project Paper* stage. If there are to be changes, the design team will carry out the necessary activities.

PROJECT PAPER

The *Project Paper* describes and appraises the 1) Project; 2) Responsibilities of AID and the recipient; and 3) Plan for implementing the project. At this stage, the Project Paper must reflect agreement with the implementing agency and/or intended recipient government in the following areas: 1) Goals, purposes, outputs and inputs of

the project, 2) Details of any special clauses and the draft project description to be used in the final project agreement; 3) Principal implementation arrangements; and 4) Scope and wording of more important contracts to be financed under the project.

Responsibility for the *Project Paper* falls upon the Project Committee and the Executive Committee on Project Review at this stage.

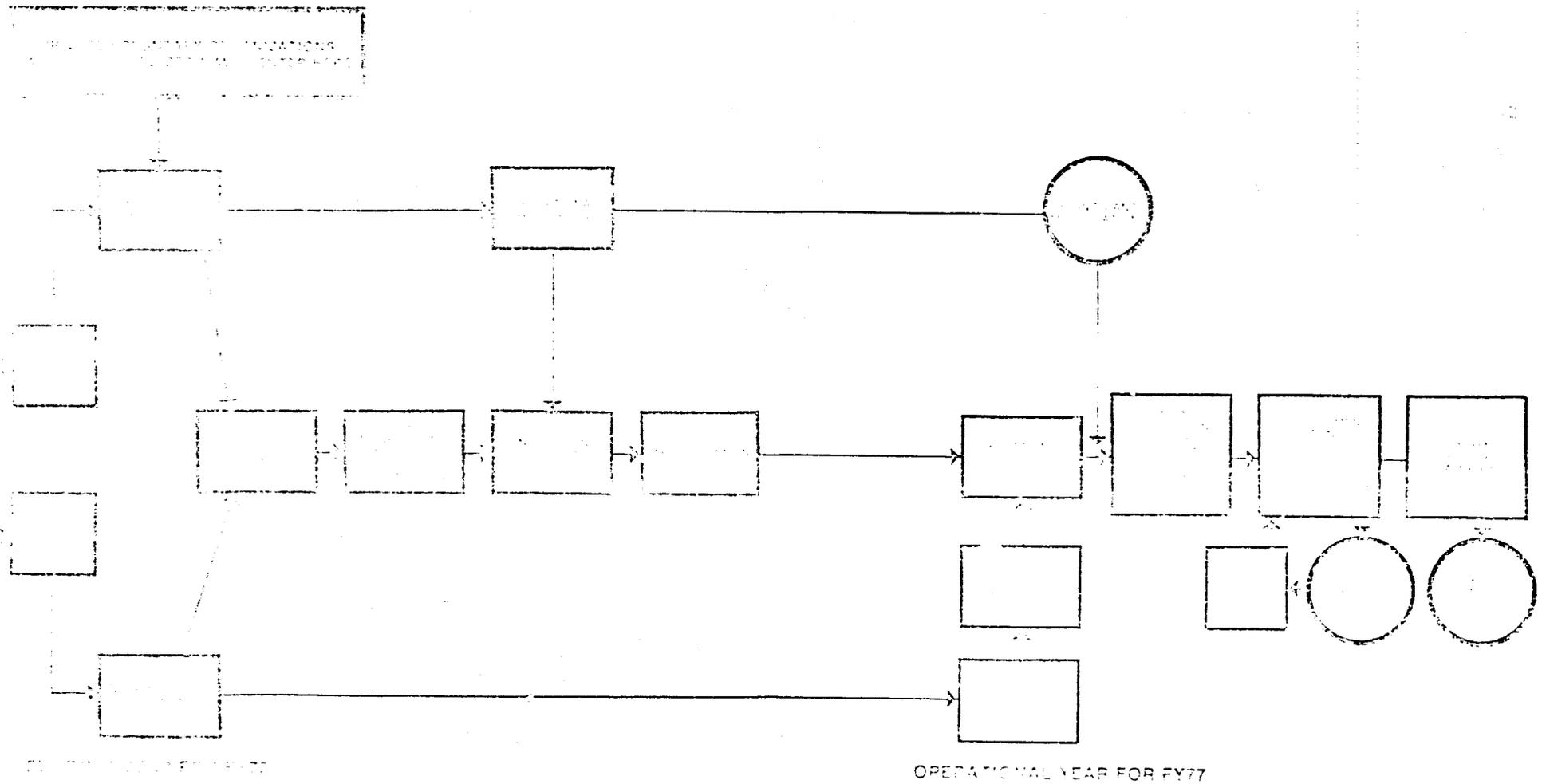
The Project Committee reviews all implementation, legal, soundness and policy issues of the *Project Paper*.

The Executive Committee on Project Review will review the *Project Paper* if there are outstanding issues following the Project Committee Review.

FINAL APPROVAL

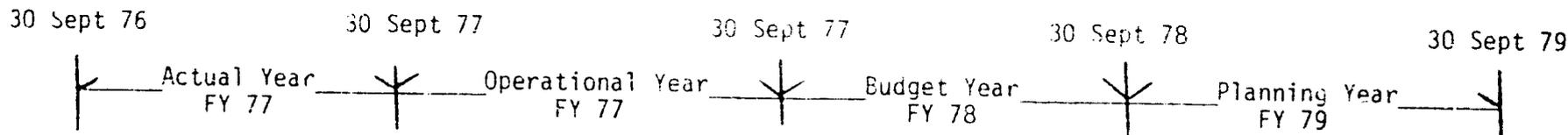
The Development Resources Project Committee chairperson prepares an Action Memorandum for the Assistant Administrator. If the proposed funding of the project is under \$2 million, the Assistant Administrator can approve the project. Projects which exceed \$2 million must be approved by the Administrator.

ENTERING THE THREE YEAR CYCLE OF THE AID PROGRAMMING PROCESS DURING 1977



SUPPLEMENT TO THE AID PROGRAMMING PROCESS CHART

NEW BUDGET CYCLE BEGINNING FY77-78 -- Terms as indicated, will be appropriate when FY FBS is being prepared during summer of 1977



FY 78 DOCUMENTS:

PID, not later than June 30, 1976 ————

ABS, June 30, 1976 ————

Congressional Presentation, January 15, 1977 ————

Operational Year Budget, November 1, 1977 ————

FY 79 DOCUMENTS:

PID, not later than June 30, 1977 - - - - -

ABS, June 30, 1977 - - - - -

Congressional Presentation, January 15, 1978 - - - - -

Operational Year Budget, November 1, 1978 - - - - -

AID PROCURE - MENT PROCEDURES

AID PROCUREMENT: THE BASIC STEPS

The U.S. foreign assistance program involves transfer of resources—capital, material and technical—to the host countries. In a broad sense each individual transfer involves one or more contracts, managed and administered by AID.

Basic Steps in the Procurement Process

Whether contracting for technical services, construction or commodities, singly or in combination, the AID procurement process normally consists of 13 main steps:¹

1. Determination of requirements in relatively broad terms;
2. Development of detailed specifications;
3. Determination of time schedule for the requirements and where appropriate, duration of need;
4. Identification of potential sources of supply;
5. Selection of authorized procurement agent;
6. Identification of anticipated waivers, delegations of authority, approvals, and special provisions or clauses

which will be required or desired, including stipulations against competition, or for limited competition or set-asides;

7. Preparation of Requests for Proposals (Solicitations of Offers) or Invitations for Bid;
8. Solicitation of proposals or bids, including determination of pre-qualified firms where necessary; and insertion of notice in **Commerce Business Daily**, or other appropriate publications;
9. Receipt and review of proposals or bids;
10. Selection of contractor/supplier;
11. Preparation/negotiation of contract or purchase order;
12. Execution of contract or purchase order; and
13. Issuance of notice to proceed

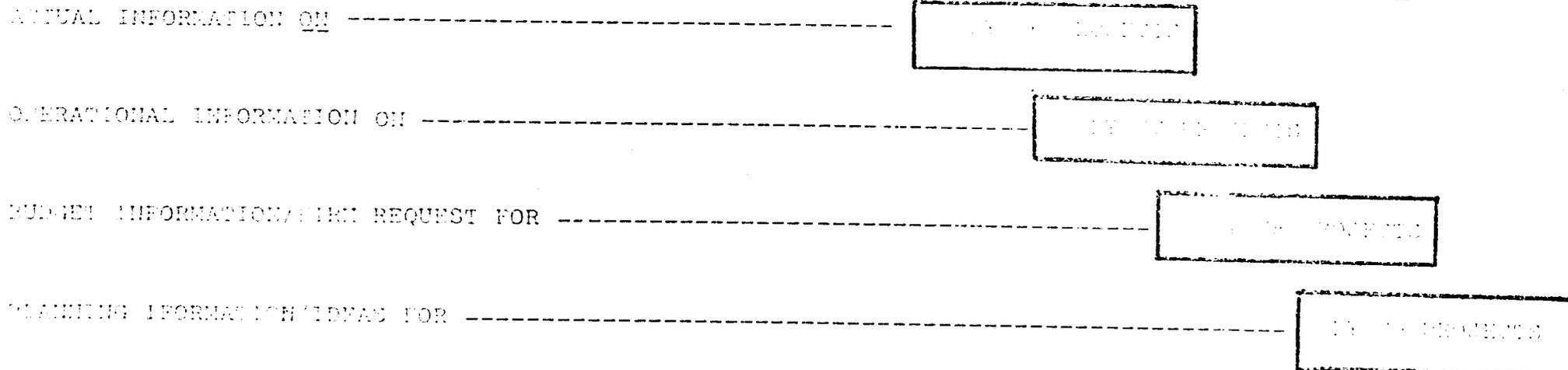
Contract Responsibility and Authority

Since August 1972, all responsibility for AID direct contracts and for grant-financed host country contracts for technical assistance services has been centralized and located in the Office of Contract Management in AID's Bureau for Program Management Services. Also included in this office is responsibility for executing grants with individuals or institutions.

Authority has been delegated to most Mission Directors to negotiate and

¹ AID Circular A-289, Attachment 11, May 20 1976

PROJECT DEVELOPMENT AND THE FORMAL PHASES: A TIMELINE ILLUSTRATION



In each of the above fiscal years field Missions prepare documents requesting AID/W assistance in contracting for services. These services are primarily contributions to the development of a project. The first formal stage in project development is the preparation of a Project Identification Document, (PID). Here, AID staff may be assisted by consultants/experts in developing analytical content supporting a proposed solution for a developmental problem. Once the PID is approved the field Mission proceeds in developing a Project Paper, which defines socio-economic conditions of the sub-population benefiting from the proposed project, institutional arrangements supporting the project provided by the Host Country, a detailed implementation plan, budget and other information pertinent to AID staff responsible for review and approval or disapproval of the Project Paper. When the Project Paper is approved by the Host Country and AID and when both parties sign a subsequent document - Project Agreement) - then and only then does a bilateral U.S AID project exist. The time period for the above process ranges from six months to two years depending upon a number of factors such as, funds availability, political events, etc.

sign direct contracts for services costing up to \$25,000. Greater amounts have been delegated where needed if legal and contracting staffs are present or available.

BASIC PROCUREMENT REGULATIONS

The Federal Procurement Regulations (FPR) are applicable to AID. There are three basic procedures for awarding Federal Contracts: (1) Formal advertising with competitive bidding; (2) Negotiation with competing firms; and (3) Negotiation without competition (sole source).

Formal Advertising

Formal advertising procedure consists of synthesizing procurement needs in the **Commerce Business Daily** and issuing invitations to bid. Interested firms then submit offers indicating their price for providing the designated supplies or services. The contract is thereafter awarded to the lowest "responsive" and "responsible" bidder.

The determination of responsiveness is made on the basis of the bidder's written commitment to the terms and conditions of the invitation for bid (IFB). This determination is made on the basis of the documents submitted by the bidder.

¹ Hugh Dwelley & John Sewell, "The Role of Contracting in Carrying Out AID Programs," *AID Contracting For Non-Procurement Personnel*, p. R2. The AID Procurement Regulations (AIDPR) constitute formal rules.

The determination of whether a bidder is "responsible" is based on judgments of the bidder's capability and capacity to fulfill potential contractual obligations. (Information relating to this determination can be obtained after the bid opening.)

Federal Procurement statutes require formal advertising but numerous exceptions are permitted. In cases where an exception to formal advertising is allowed, contracts may be awarded through the competitively or noncompetitively negotiated procedures.

Negotiation with Competing Firms

Competitively negotiated procurements are also synopsized in the **Commerce Business Daily**, in which the requests for proposals (RFP) are described and due dates for responses stated. In addition to the publication in **Commerce Business Daily**, agencies may select firms to whom they issue requests for proposals. In competitively negotiated procurements, cost estimates are submitted with proposals, but technical requirements may be given greater consideration in the selection process.

Sole Source Contracting

Sole Source contracts are negotiated without any competition and are justified on the grounds that, under certain circumstances, there is no reasonable alternative but to seek an offer from one particular firm.

Evidence shows that the stringent sole source justification rules are frequently subverted by the device of granting contract "amendments" or "extensions." These enable the award of additional assignments to a current contractor without the necessity of competitive procedures.

PROCUREMENT OF TECHNICAL SERVICES

There are essentially four means by which AID may obtain competent technical services to carry out a technical assistance project. They are:

1. Direct-hire employment;
2. Assignment from another U.S. government agency under a Participating Agency Service Agreement (PASA);
3. Contracting with a private individual, firm or institution, (this is the most frequent device by far); and
4. Grants to an individual, firm or institution.

The latter two require the Project Manager (in Washington or the field) to initiate a Project Implementation Order for Technical Services (PIO/T) as the first step toward recruitment.² Procedures for obtaining services by contracts and grants are outlined below.

² Hugh Dwelley & John Sewell, "The Role of Contracting in Carrying Out AID Programs," *AID Contracting For Non-Procurement Personnel*, p. R2.

CONTRACTING

Several types of contractual arrangements are utilized to implement technical assistance and training contracts and arrangements.

AID Direct Contracts

Most frequently AID contracts directly for the services required to carry out technical assistance projects. In such cases, contractors are rarely selected competitively based on evaluation of their relative technical competence, ability to perform the particular project, and reasonableness of cost. This is, so in spite of the fact that non-competitive selection properly can be used only when there is clear justification based on sole source of supply, exclusive or predominant capability, impairment of foreign assistance objectives, etc. For detailed guidance see AID Procurement Regulations (AIDPR) 7-3.101-50.

The contracts should spell out as fully as possible the services the contractor is to provide and set forth in some detail the conditions for performance and the support they will receive from the mission and host government or institution. Amendments should not extend the scope of services without new contracts based on competition or new negotiations.

These contracts are signed and administered by authorized U.S. Government contracting officials, technically directed by AID project personnel, and funded, paid and audited by mission and/or Washington. The role of the host country includes concurrence in the contractor selected and provision of professional counterparts (a term used to designate nationals of the host country) and incidental local support.

Host Country Contracts

Contracts entered into directly between a host government institution and a U.S. non-governmental supplier, and financed by AID, provide another means of providing technical assistance. Host country contracts (subject to AID approval) have been extensively used to implement capital assistance projects, but until recently, only infrequently to provide technical assistance.

However, since such contracts do not involve the U.S. Government as a direct party, they are considered a means toward reducing official AID involvement and maximizing host country participation in all aspects of agreed upon projects for transferring technical knowledge.

OPEX Contracts

Operational Expatriate contracting arrangements have been developed and used almost solely by the Africa Bureau and missions in an effort to place the furnishing of U.S. technical assistance in Africa on a footing similar to that of European donors in the area. The idea is for host governments or institutions to contract directly with U.S. technicians and to pay and support them on the same basis as it customarily would expatriate staff members from Europe.

Separately, AID agrees to fund "topping off" payments to the U.S. technicians at levels necessary to attract them to the assignment. Payments usually are made through intermediate contractors hired by AID to administer the arrangements and to assist the benefiting countries or institutions in locating, recruiting and supporting qualified technicians.

AID's opinion is that OPEX arrangements are appropriate for providing individual experts but experience dictates that they should *not* be applied to institutional contracts.

Indefinite Quantity Contracts (IQCs)

AID is the frequent user of a device which simplifies and expedites the negotiation of an underlying series of individual contracts called the IQCs or Indefinite Quantity Contracts. Typically for a fixed price of \$5,000, AID enters such a contract with a commercial prime contractor to perform an unspecified scope of services whenever called upon throughout a contract year.

When called upon to fulfill a particular task, the IQC negotiates a separate price with AID for the work involved and has the election of hiring staff or subcontracting the work required. Although modest at the outset, such arrangements not uncommonly exceed the million dollar mark after a sustained period of their operation and use. But as many minority IQCs have already learned, the mere award of the basic agreement is no assurance of its profitability. The need for marketing remains a constant requirement to persuade AID technicians to make use of one's capabilities.

REGISTRATION FOR BUSINESS FIRMS

Consultant firms which wish to be entered in the index of firms for the receipt of RFPs should write to the Small Business Advisor's Office of AID so as to obtain the (1) Architect-Engineer and Related Services Questionnaire; (2) Management Consultant Questionnaire; and/or (3) Urban and Regional Planner Consultant Questionnaire. After the firm has completed the relevant Questionnaires, the Small Business Advisor's Office will place the minority firms into the Contractor Index so that these organizations can theoretically be considered for participation in AID projects.

EDUCATIONAL INSTITUTIONS

INSTITUTIONAL DEVELOPMENT GRANTS

Purpose of the 211(d) Grant

The Institutional Grants Program has for its purpose the creation, adaption, and strengthening of the competence and expertise of U.S. educational and university-affiliated research institutions to deal with the key problems impeding economic and social development in host countries.

The grants are designed to yield outputs that serve the current and projected needs of the countries and AID at the same time, strengthening a new educational dimension and interdisciplinary approach at selected institutions. Institutional grants are to be used to develop response capabilities within educational and research institutions by building long-range resources in depth to serve host countries and AID.

In addition, there must be clear evidence provided by the grantee that those aspects of the grant which are directly relevant to the grantee's primary educational and research role will become a permanent part of its

curriculum and/or research capability and financed in the future by the grantee institution, as well as evidence that capabilities developed under the grant will be utilized in joint problem-solving and knowledge transfers with host countries.

Provisions for such grants are set out in Section 211(d) of the Foreign Assistance Act.

Project Criteria

The following criteria will be applied by the Agency in identifying the need and selecting problem areas appropriate for institutional grant support.

(a) An institutional grant project must be directed toward developing special competence in an area of skill or knowledge that is related to the actual or anticipated areas of Agency concentration and priorities, including the development of capabilities in techniques broadly required by AID such as sector analysis, project design and implementation, and evaluation. It is AID's responsibility to identify the priority problems and areas that meet this requirement, and to select the institutions which offer the most promise in developing additional capacities on the specified problems in which AID is interested. Therefore, institutions interested in participating in the program should consult with AID to determine whether their proposal addresses a perceived need or interest of AID, preferably they should be responding to an AID initiative.

(b) Ultimately, the solution of problems must be the job of the host countries themselves; consequently, a key issue is the ability of the grantee to adapt and transfer knowledge to the cultures and milieu of the less developed countries. Hence, AID will limit grants as far as possible to those which involve a collaborative effort between the grantee institution and host country institutions in the developing of competence.

(c) Criteria to be applied to grant proposals include an assessment of

1. Current and projected demand from host countries, from AID and other donor agencies and plans for utilization of capacity, as identified in Mission program submissions, sector strategy statements, and other AID documentation.
2. The relevance of proposed activities to problems requiring joint problem-solving, applied research, and training.
3. The adequacy of grant design and concept.
4. Proposed arrangements relating to participating in existing or potential systems or networks involving developed and developing countries and other U.S. institutions, and the likely effectiveness of mechanisms to achieve outreach in the proposed arrangements.

Selection of Grantee

(a) AID will ascertain that a potential already exists in the institution to produce the work desired. Grant funds will not be used to generate capacity where none presently exists, nor in areas which are not of priority concern to host countries.

(b) The recipient educational or university-affiliated research institution must furnish assurances that it is committed to the international development scene in general, and will commit itself to support the purpose and objectives of the proposed grant. Specifically, the recipient institution must provide space and utilities, recruit and train personnel, engage in research as appropriate, and organize its program and faculty so that the joint relationships with host country institutions are established as an integral part of the grantee institution's academic and research life. The grantee must also commit some of its own funds during the life of the grant and provide assurances that it will continue to support the staff competence developed after the grant is terminated.

(c) The recipient institution must be receptive to long-term involvement in assisting and working with AID, developing countries and other interested institutions within the subject problem area, including collaboration with host country institutions during and as a part of the grant. AID could then contract with the grantee to obtain training, research, and consulting and related services once capacity has been sufficiently established according to appropriate AID selection procedures applicable to university contracts.

(d) The object of 211(d) grants is to build upon, enlarge or make more specific the capabilities of the institutions to perform work on selected problems. AID is convinced that the solution to many problems in the developing countries can be solved only through a multidisciplinary approach and scientific perspectives. In determining grant recipients, AID will favor institutions which show the most promise of bringing a multidisciplinary approach to the solution of development problems, where appropriate.

Term of Grant

(a) The development of institutional capacity requires continuous assurance of funding beyond a single year. For this reason, a specific term for the grant will be determined and specified in the grant. Although 5 years has been the normal grant period in the past, the length of the term should not be arbitrarily established, but should be determined on the basis of a review of the proposed work plan and reasonable expectation about the time needed to develop the required capacity. At the end of this period, the grantee is expected to sustain a reasonable capacity through its own funds alone, or in combination with funds from other sources, including AID contracts.

(b) Although a grant will be approved for a specific term, the Agency will review the progress and monitor the effectiveness of the grantee on a continuing basis.

THE AID CONTRACT PROGRAM IN CENTRALLY FUNDED RESEARCH

The Central Research Program is organized by the Research Staff of the Bureau for Technical Assistance. This staff is responsible for identifying central research needs and soliciting the participation of research organizations.

AID emphasizes research projects that have applicability on an international basis. However, research can involve country-specific research proposals as long as such project work has a broader international applicability.

The Central Research Program covers the following sectors: Agriculture & Fisheries; Nutrition and Food Sciences; Health, Population and Family Planning; Education and Human Resources Development; Economic Development and Income Distribution Problems; Institutional and Social Aspects of Development; Development Administration; Rural Administration; Urban Development; Women in Development; Physical and Engineering Sciences and Technology; Environment, Natural Resources and Energy.

Agriculture And Fisheries

Research activities consist of improving and increasing the technology relevant to the needs of small farmers in less developed countries. This strategy emphasizes international agricultural research networks consisting of agricultural research institutions in less developed countries (LDCs) and international agricultural research centers. Specific project work in this sector is as follows:

1 **Food Crop Production** (mainly concentrating on major food cereals and grain legumes). Improving yield potentials; disease and insect resistance; and tolerance to adverse conditions; improving protein content and quality of cereal grains; and studying small-farm cropping systems and various modified food crop species.

2 **Soils and Water Management** -- Improving soil, water, and fertilizer management practices; crop yield and quality; small farm income; protection of soil and water resources; managing natural grasslands and ranges for livestock production; protecting and conserving soil and water; understanding the interrelationships with adjacent rainfed or irrigated areas; developing farming systems; and integrating rangeland livestock production with cultivated crop production land into efficient agricultural production systems.

3. Livestock Production—Developing agricultural lands which are not utilized for crop production and feedstuff which are not suitable for human consumption; concentrating on animal health research to control hemoparasitic diseases, tsetse fly, vampire bats and tick infestation; and developing livestock production systems.

4. Fisheries and Aquaculture—Developing small scale (artisanal) fisheries and aquaculture in fresh, brackish, and salt water; seeking solutions to the corresponding problems of fisheries management and conservation.

5. Post-Harvest Technology—Reducing post-harvest food losses; assessing post-harvest food problems; designing model intervention programs and developing feasible participant programs.

6. Agricultural Economics and Analysis—Expanding host country capability to analyze the agricultural sector, production, employment, income distribution, trade and domestic markets, land reform, land use and the quality of life in rural areas.

Nutrition And Food Science

Research activities consist of improving nutritional requirements especially on protein and calorie needs of infants, pre-school children, and pregnant and nursing women; controlling deficiencies in vitamin A and iron and designing these nutrients into delivery systems to target populations; developing systems analysis to control malnutrition; and evaluating various nutrition programs to determine the cost benefit relationships of the programs.

Health

Research is needed for a variety of lesser developed countries' health programs. Research activities consist of improving techniques of health planning and analyzing the relationship of health programs to development goals; developing efficient and economical delivery systems for health, family planning and nutrition services; developing and testing methodologies for manpower development; developing research in technology and methodology for providing low cost rural water supplies, excreta disposal, solid waste disposal, and food hygiene arrangements; understanding the relationship between enteric diseases and other intestinal malfunctioning and human growth and development; and developing feasible economic and ecologically safe techniques for control of vector-borne tropical diseases (especially malaria, onchocerciasis and schistosomiasis).

Population And Family Planning

Research activities consist of developing new techniques for improving voluntary family planning action programs and population policies. Specific project work in this sector is as follows:

1. Descriptive Demography—Analyzing representative demographic information in developing countries.

2. Population Policy Research—Analyzing the determinants and consequences of population growth.

3. Operational Research—Determining family planning action programs.

4. Improved Methods of Fertility Regulation—Developing new contraceptive methods suitable to LDC requirements.

Education And Human Resources Development

Research concerning education and human resource programs is very diverse. Specific project work is as follows:

1. Non-Formal Education—Evaluating the costs and benefits of various methods of non-formal education (NFE); specifying possibilities for NFE funding sources and administrative support arrangements; determining teaching methods of adult rural NFE programs; and comprehending the learning phenomena of NFE.

2. Educational Technology—Developing low cost and efficient learning systems for providing practical information and education to rural areas. These projects involve the utilization of the media, training, interactive process of teachers and learners and satellite linkages.

3. Educational Analysis, Planning and Management—Developing analytical processes and methodologies so as to assess the needs of learners and to design learning programs to meet these needs.

4. Higher Education—Improving and increasing higher educational facilities (emphasizing problem-oriented service programs).

5. Effectiveness of Training Foreign Nationals—Providing systematic information on the effectiveness of various components of AID-financed training of less developed country nationals.

Economic Development and Income Distribution Problems

Research activities consist of comprehending various economic and social factors so as to improve the participatory process of growth and to reduce poverty.

1. Income Distribution—Being aware of the various effects of income distribution in order (a) to comprehend its interrelationships among various socio-political and economic factors; and (b) to select development policies.

2. Employment Issues—Implementing labor utilization measures and concepts so as to comprehend the labor market process; explaining individual and household responses (e.g. labor and migration supply decisions) to the altered economic and social environments; and identifying feasible intervention and labor market policy variables.

3. International Trade and Finance—Emphasizing economic theory, utilizing the empirical approach and designing policies to expedite LDC economic growth, to increase export earning capacity and to improve exchange rate and reserve management policies; and understanding the effect of the more developed countries' trade policy and the international monetary system on the less developed countries (LDCs) economic development.

Institutional and Social Aspects of Development

Research activities consist of understanding factors such as the host country's local needs, desires, capacities, intellectual resources, indigenous institutions and participation so as to develop methods with which the LDC can design and implement development strategies, programs and projects.

Development Administration

Research activities consist of improving and increasing the host country's managerial and institutional capability to implement their development policies, plans and programs. Emphasis is placed on the areas of rural development, agriculture, health, education and family planning.

Rural Development

Research activities consist of emphasizing a multidisciplinary and inter-sectoral approach to comprehend the participation of the rural poor in the development process; developing techniques of data collection; analyzing rural development problems with emphasis on the problems of project formulation, development, implementation, evaluation and information systems.

Urban Development

Research activities consist of developing methods to regulate and control the urbanization process, addressing its problems and utilizing its opportunities. The above approach must be multi-disciplinary and must emphasize the functioning and problems of the urban center and its relationship to other urban centers/surrounding regions.

Women in Development

Research activities consist of collecting and analyzing data on women's work, status, and/or legal or practiced codes of social-cultural tradition, and establishing male-female comparisons on the relationship to national economies and the socio-economic demands upon government.

Physical and Engineering Sciences and Technology

Research activities consist of utilizing and managing technology in development and transferring such technology to the less developed country. Specific project work in this sector is as follows:

1. **Industrial Technology**—Analyzing the effect of national economic and industrialization policies on technology; multinational corporations' development of technological infrastructures; and various national industrial research activities.

2. **Appropriate Technology**—Developing technology which is suitable for use in the less developed country.

3. **Use of Advanced Technology for Development**—Developing various advanced technologies in direct or indirect contribution to the needs of host countries (e.g., remote sensing technology, communication satellites and land-based systems).

4. **Exchange and Transfer of Technical Information**—Developing methods to transfer U.S. technical information to the host countries, establishing technical development procedures and standards, and training management personnel of industrial research institutions.

5. **Science and Technology Policy**—Understanding the science and technology infrastructure which is suitable to the host country; and developing policies and organizational responsibilities and strengthening institutional capabilities for implementing decisions at the national level on science, technology and related research priorities.

Environment, Natural Resources, and Energy

1. **Environment**—Evaluating the ecological effects due to technological development.

2. **Natural Resources**—Identifying, developing and utilizing land, water, forest, mineral and energy resources for development planning purposes (on-site research is usually necessary).

3. **Energy**—Optimally utilizing energy resources for the poor population in the host country.

PROJECT PROPOSAL FORMAT FOR CENTRALLY FUNDED RESEARCH

Any organization having research capabilities may present unsolicited proposals to the Agency for International Development for the support of specific research projects within the scope of the Agency's program. Informal inquiries regarding AID research interests are welcomed.

A preliminary, informal proposal (original and four copies) may be submitted for comments prior to the submission of a formal proposal. The preliminary proposal should contain a clear statement of the following:

- Objective(s) of the Proposed Research;
- Significance of the Work Proposed (in terms of AID's mission);
- Likelihood of Project Success;
- Time Required to Accomplish the Project and Make the Results Felt; and
- Estimated Cost of the Proposed Project.

The formal proposal should discuss the following:

Title Page

1. Legal name and address of the organization submitting the proposal;
2. Concise descriptive title of the project proposal (40 characters or less);
3. Name and title of principal investigator(s);
4. Date of submission and period for which the proposal is valid;
5. Proposal starting date and duration of the work;
6. Signatures of the principal investigator(s) and official(s) authorized to bind the prospective contracting organization on the original and one copy of the proposal;
7. Proposals involving human experimentation must include a statement similar to the following on the page bearing the signature of the authorized institutional official(s):

"Human Experimentation Plan for This Proposal has been Reviewed and Approved by _____ (institution ethics committee) on (date) . . ."
8. A statement indicating whether or not the proposal has been submitted to other sponsors, in whole or in part, and if so, to whom and when.

Relevance of Proposed Work to AID

1. Statement of the problem and pertinence of the proposed work to AID's mission;
2. Potential for effective utilization of research results in developing countries worldwide and suggested extension strategies;
3. Developing country participation in proposed research;
4. A preliminary assessment of the environmental effects of the proposed experiments in relation both to the research activity itself as well as the eventuality that the research is successful and the results are applied. The assessment should include probable significant environmental effects, both adverse and beneficial; a consideration of trade-offs between short-term improvements vs. long-term environmental costs including the possibility of foreclosing future options; adverse effects which cannot be avoided and factors which may offset such adverse effects; and
5. Discussion of the possible effects of the proposed work on other specific concerns of the Agency, i.e., population growth, energy requirements, status of the poor, role of women, and human rights.

Scientific Aspects of Proposed Work

1. Specific objectives;
2. Rationale, assumptions, theories, and hypotheses, including the discussion of the likelihood of project success;
3. Literature review;
4. General experimental design and time phased plan-of-work over the life of the project to meet the research objective(s), and
5. Specific research methodologies and techniques.

Facilities and Resources

1. Assessment of institutional facilities and resources, including management considerations;
2. Personnel qualifications, and
3. Other research contracts and grants received by the principal investigator(s). List by title with sponsor, funding, and duration.

Budget Information and Estimates

1. Estimated total funding requested of AID for the project including annual estimates;
2. Financial contributions or cost sharing arrangements expected from other sources in total and by categories given below; and
3. A detailed budget for the first year and the total project itemized by the following categories:
 - a) Salaries, supported by title, list of personnel with rate of pay and percent of time devoted to project;
 - b) Consultants, number of days and rate;
 - c) Fringe benefits;
 - d) Travel (U.S. and Foreign);
 - e) Non-expendable equipment;
 - f) Expendable supplies and equipment;
 - g) Publication costs;
 - h) Other direct costs including any subcontractors;
 - i) Indirect costs; and
 - j) Subcontracts, if any.

Handling of Proprietary Information

If a proposing institution considers the data contained in the proposal of such unique or original character that they do not wish AID or the U.S. Government to use them except for evaluation purposes, they should indicate this fact in the document. Words such as the following should be used prominently near the beginning of the document:

"The technical data contained in pages . . . of this proposal shall not be used or disclosed except for evaluation purposes." In the event a contract is awarded to the proposer by the Government, this restriction will not apply. However, this restriction will not stop the Government from utilizing similar technical data obtained from other sources.

Submission of Proposals

Proposals should be submitted to the Director, Interregional Research Staff, Technical Assistance Bureau, Agency for International Development, Washington, D.C. 20523. An original and 10 copies are required.

The original and one copy are to be signed by the principal investigator and an official authorized to bind the prospective contracting organization.

Research support is usually contracted with educational and research institutions and with private firms or agencies.

Research contractors who are interested in overseas field work should contact the relevant regional bureaus (i.e., geographical regions) and AID Field Missions.

TITLE XII: FAMINE PREVENTION AND FREEDOM FROM HUNGER

DESCRIPTION OF TITLE XII

Title XII of the Foreign Assistance Act of 1961 controls the future of AID agriculture and related programs.

The Title places specific emphasis on the increased involvement of U.S. Land Grant, Sea Grant and other qualified universities in the planning and execution of food, nutrition and agricultural development programs. It also implies a spirit of partnership between AID and the Universities, each having complementary skills, resources and mutually compatible goals. Title XII mechanisms are designed to take full advantage of this system to encourage more productive integration of planning and implementation of U.S. domestic and international agricultural development programs.

Title XII provides for the creation of a Board for International Food and Agricultural Development, which participates with AID in the planning, developing, and implementing of grant and loan activities primarily, but not exclusively, with AID Food & Nutrition programs (Section 103). The Board will also participate in establishing

policies and procedures for involving university resources more effectively in these activities. Such activities included in the scope of Title XII are:

1. Grants to International Research Centers for Work in Developing Countries;
2. Central Research Programs on Food, Nutrition and Agriculture;
3. Collaborative Research Support Program Grants (AID, U.S. and developing countries' universities, U.S. Department of Agriculture, International Agricultural Research Centers, other research institutions); and
4. General Technical Service Activities in Support of AID and Developing Country Programs (Adaptive/transfer of technology).

The objectives of Title XII grants and loans are to:

- Strengthen national and regional teaching, research and extension systems;
- Develop other infrastructure and processes related to world food production and consumption; and
- Conduct bilateral and regional research programs.

UNIVERSITY INVOLVEMENT

In implementing the 1975 Title XII revision, AID has given specific guidance and instruction to overseas missions that (1) Missions examine the opportunities for U.S. university involvement in ongoing and future Section 103 activities; and (2) Universities be brought in at the project generation and design stages.

Improved Procedures and Mechanisms for University Involvement

Collaborative Assistance Method

The Agency has been experimenting with a jointly developed AID-university model agreement now called the Collaborative Assistance Method. After five years of trial experience, this approach was incorporated into Agency procurement regulations in February 1976.

The major improvement is its provision for earlier involvement of university resources, including collaboration with the host country and AID in project design. This partnership notion is carried into the implementation phase, permitting greater flexibility on the part of the contractor and host country jointly to make decisions on specific inputs required, with the Agency exercising its responsibilities primarily through determination of the intended outputs or accomplishment.

This approach necessarily features careful joint pre-planning and continuous, objective evaluation. It has the strong endorsement of the university community and appears to be working effectively in the relatively few instances where it has been tried.

Agricultural Economists Program

Another contracting mechanism that has potential for use for Title XII activities was developed for a centrally funded agricultural program for mobilizing economists. This program was developed by AID because it has been unable to attract an adequate number of agricultural economists. A new contracting and funding mechanism developed to reflect the collaborative characteristics of the activity was approved in December of 1975. The procedure starts with the selection of a university or agency with capacities identified by AID as required for the program. The institution selected signs a Basic Memorandum of Agreement to indicate interest in working with AID. No funds are involved at this point.

Once an area of work has been designated, a second document defines the scope of work, describes the relationships between parties involved and provides the AID funds. This is the Cooperative Agreement and is negotiated with an institution which had previously entered into a Basic Memorandum of Agreement. Each of the parties involved in the Cooperative Agreement shares some part of the cost of the activity as well as administrative and implementation responsibilities.

Six Basic Memorandums of Agreement have been concluded with U.S. universities. This mechanism, presently confined to agricultural economists, may be appropriate for some other Title XII activities involving U.S. universities focusing on a particular problem area under which many specific activities would develop as the problem is addressed.

Board Involvement

The Board did not participate in developing these improved procedures and mechanisms for university involvement. However, AID and university experience with them will provide rich sources of information for Board evaluation and for participation in their improvement. The Board did examine the new set of arrangements for mobilizing agricultural economists and approved it as an experiment worthy of future evaluation, for possible modification, and for adaptation to other selected uses. Continued efforts will be made by AID working with the Board to create improved procedures and mechanisms necessary for the mobilization and long-term commitment of university resources to foreign assistance activities.

The Role of Universities

An accurate assessment of the role for universities in the growing Title XII core is not yet possible. Many of the individual projects planned for funding in FY 1973 are appropriate for university involvement, including in some cases universities working closely with U.S. private sector business firms and organizations. The Board, the Joint Committee, and the staff will soon begin examining the projects and developing improved policies and procedures for proper matching of university resources to those and other yet to be identified developing country needs.

The AID program for FY 1973 includes about \$50 million in activities comparable to those in the Title XII core but funded outside of Section 103. They offer similar opportunities for U.S. university involvement and fall within the agreed purview of the Board. They are funded under Education and Human Resources Development, the special program for eight African nations of the Sahel, and Security Supporting Assistance which covers economic assistance justified primarily on political or security grounds.

Determination of Eligibility of Universities for Title XII Grants

At paragraph 296(d) Title XII defines the term universities as used in the Title to mean the land and sea grant universities and others possessing comparable capacities. Yet it is clear from the context that institutions other than those made eligible by the definition also have a role in Title XII.

The Board has addressed the practical operational differences between eligible institutions and other institutions in their relationship to Title XII activities. It is understood that the required minimum of four university Board members must come from eligible universities; that the authority in Section 297(a)(1) to strengthen U.S. universities is limited to eligible universities; that the authority in Section 297(a)(3) to provide program support for long-term collaborative research is limited to eligible universities as grantees; and that the authority in Section 297(a)(4) to involve universities more fully in the international network of agricultural science is clearly directed to the greater involvement of eligible institutions. However, this does not preclude any institution, eligible or otherwise, from participating in these networks as a contractor, or in any Title XII activity as a sub-contractor of an eligible university, or as a contractor or sub-contractor of an international agricultural research center.

It is clear also that the Title XII authority does not preempt any other existing authorities over conduct of food and nutrition activities.

The Board is developing criteria for determining eligibility for those institutions not specifically included among categories made eligible by definition in Section 296(d), but which may be eligible by virtue of having "demonstrable capacity in teaching, research and extension activities in the agricultural sciences and can contribute effectively to the attainment of the objectives of this title," as provided for in that Section.

Progress Toward The Establishment of a Roster of Universities

The Board's duties include, under Section 297(c)(2), developing and keeping current a roster of universities that are eligible and interested in participating in Title XII programs.

Information that will assist in establishing university eligibility, interests and capabilities for contributing to solving the problems addressed by Title XII is being provided by the universities.

PRIVATE AND VOLUNTARY ORGANIZA- TIONS

PROCEDURES FOR OPERATIONAL PROGRAM GRANTS FOR PRIVATE AND VOLUNTARY ORGANIZA- TIONS

Private and Voluntary Organizations (PVOs) utilize slightly different procedures for the Project Implementation Document (PID), the Project Review Paper (PRP) and the Project Proposal (PP) stages. More importantly, the PVOs receive expedited procedures and follow briefer documentation stages than do the businesses. Also, Executive Committee for Project Review (ECPR) meetings are not required unless a ECPR member office requests it.

PRELIMINARY CONSULTATION

The Private Voluntary Organization can register in AID Population and Humanitarian Assistance Division. This division informs the PVO about the opportunities for participation in proposed AID programs. (See "Condition of Registration and Registration Documentation.")

PROJECT GENERATION

A PVO expresses an interest in an AID/Africa Bureau Project. Subsequently, the AID Mission or Geographic Office in AID Washington will provide advice on whether the particular PVO should prepare a Project Proposal. At this stage, a decision is made as to whether the proposal is appropriate for grant or contract financing and the office which will have action responsibility.

*The previous procedures do not apply to projects considered under the Ambassador's self-help fund.

If a PVC does prepare a Project Proposal, it can request that the Africa Bureau Development Resources (AFR DR) and the Regional Economic Development Services Office (RED SO) East or West provide advice on the scope of the project disciplines required and personnel sources. Below are the subsequent actions:

- Brief preliminary proposal prepared by PVC, including:
 1. description of the project activity;
 2. the beneficiaries (target population);
 3. projected life of the project;
 4. total AID funding;
 5. suggested programmed funding for the current fiscal year; and
 6. an estimated date when the proposed project will be presented to AID.
- Proposal reviewed by a Project Committee using the standard procedures for AID Project Identification Documents. The Field Mission makes recommendations.
- Notification of PVC by Project Committee whether or not to prepare a final proposal.
- New Project Committee organized by the Africa Bureau Development Resources.

REVIEW AND APPROVAL

The PVC final project proposal is sent to 1) AID and 2) initial Africa Bureau Project Committee to be reviewed so as to identify questions for Field Mission or PVC consideration, with communication to the USAID, when necessary.

The proposal then follows the review process of the Project Review Paper (PRP) and Project Paper (PP).

FINAL APPROVAL

The Africa Bureau Development Resources (AFR DR) sends the PVC proposal format to the Assistant Administrator Africa Bureau (AA/AFB) for final approval. The approval package will include:

- Project Paper Worksheet;
- Revised Final Proposal;
- Project Implementation Order for Technical Services (Pit- T) authorizing the Program and Management Services Bureau Office of Contract Management (SER- CM) to negotiate an Operations Program Grant (OPG); and
- Action Memorandum to the Assistant Administrator.

The proposal is approved by the Assistant Administrator Africa Bureau.

At the preliminary stage and prior to submitting a final proposal, the PVC must obtain host country approval of the proposal.

SUPPORT GRANTS FOR PVOs AND UNIVERSITIES: AID FUNDS FOR COM-MINGLING WITH YOUR OWN

GENERAL SUPPORT GRANT

Purpose

A general support grant is one to provide partial support to the total budget of an organization whose basic program purpose is in consonance with Foreign Assistance Act objectives, without identifying any specific budget elements which are to be supported.

These grants are to provide partial support along with other donors to a particular *segment or project* contained in an organization's program where contributions (including AID's) are *not restricted* to specific budget items.

AID's contribution here is based on the grantee's budget for his total program and is expected to be commingled with funding from other donors. The grantee is not expected to account for use of AID funds in relation to specific activities. Therefore *all* projected expenditures and *all* programs are reviewed. The grantee must provide AID with a program description in sufficient detail to support the grant.

Under this type of grant, fiscal accountability is limited to a review of the reasonableness, allocability, and allowability of costs based on standards set forth in the grant. Where funds are commingled but the grant contains prescriptions against expenditures of AID funds for certain costs, these costs may not be attributable to AID funding. To the extent expen-

ditures for allowable costs equal the grant obligation, AID will not claim refund.

The grantee bears primary responsibility for planning and implementation to achieve mutually agreed program objectives, and is accountable for the efficiency with which he is achieving those objectives.

Selection Criteria and Procedure

Because restrictive conditions of a general support grant are minimal and the primary responsibility for planning and implementation falls on the grantee, selection of the grantee is the critical step. The term selection, as used here, is a determination as to whether a given organization is *qualified* to receive the general support grant and is not meant to imply competition among potential recipients. To be qualified, a potential grantee must (a) have a demonstrated competence and expertise in a substantive area relating to the goals of the Foreign Assistance Act, (b) have a capacity for growth, (c) have an interest or desire to expand its activities, and (d) be able to meet the specific selection criteria set forth below.

Management Criteria for Selection

1. To be eligible to receive a general support grant, an organization must satisfy AID that it possesses managerial competence in planning and carrying out development assistance programs or projects and that it will practice mutually agreed-upon methods of accountability for funds and other assets provided by the Agency.

2. The grantee must demonstrate that it maintains financial records, covering all phases of the program, including documentation to support entries on the account records and to substantiate expenditures, in accordance with accounting principles generally accepted in the U.S., and consistently applied.

3. The grantee's policies with respect to personnel must be determined to be acceptable.

And to be acceptable, a grantee's personnel policy must be in writing, applicable to all individuals employed by the organization, be subject to review and approval (including the granting of exceptions) at a high enough organizational level to assure its uniform enforcement.

The policy shall be determined to be reasonable to the extent that it is comparable to standards of similar organizations. If the policy of the Grantee is found not to be acceptable, the cost principles contained in AIDPR 7-15.2 shall be applicable. If the grant is to a university the cost principles contained in Federal Management Circular 73-8 shall be used.

Exceptions to individual items of the above listing of personnel requirements may be made for small grants or grants of short duration or where size of the grantee's organization is so small as to render the application impracticable and will not require deviation.

Program Criteria for Selection

The organization should have a demonstrated record of past performance in management, planning, implementation and evaluation in the field of the organization's expertise and prepare a proposal which:

1. For purposes of good management, gives a clear summary of what is to be accomplished, steps that will meet objectives in an identifiable period of time, a realistic financing scheme and benchmark measures of progress toward the objectives.

2. Includes the basic rationale for the projected activities, important assumptions and a description of the groups and people to be involved.

3. Identifies a system, which enables the organization, on no less than an annual basis, to assess the means by which it pursues established objectives; the relevance of those means to the attainment of the objectives; the adequacy of inputs toward the objectives; the extent to which objectives have been accomplished; and necessary remedial actions taken.

Selection Procedure

The formal selection procedure is initiated by a funding request from an organization or institution of its interest and capacity to perform development activities consonant with the objectives of the Foreign Assistance Act.

Appropriate approval document called "PROP" is prepared by AID personnel, which serves to identify problem areas, the proposed course of action and develops the assertion that the organization with which the program will be undertaken has a demonstrated record of planning, management and implementation in its program field. Basically, the PROP is a vehicle to obtain AID approval of support of the proposed program and the accompanying budget. The PROP or other approval document constitutes the sponsoring technical office's initial decision to make a general support grant and the approved document will include a discussion of the rationale for the use of a general support type grant to support or intensify the activities of the grantee organization which contributes to the achievement of the Foreign Assistance Act objectives.

SPECIFIC SUPPORT GRANT

Purpose

A specific support grant is a grant which supports all of, or a portion of, a discrete program or project proposed by an organization.

The program or project supported by a specific support grant is clearly definable in terms of what the grant funds are to support. The grantee justifies, in advance, the proposed costs for each element of the program or project. The project may cover a short period of time -- such as a grant of three months duration to support a conference, or a longer period -- such as a two year project to develop educational materials for cooperatives. The program description of any specific support grant should clearly state the purpose and scope of the project, and its implementation plan.

Before entering into a specific support grant each element of the program or project is reviewed for reasonableness of cost and allowability in accordance with generally accepted standards. Prior agreement is reached as to precisely what is to be an allowable cost for which the grantee can be reimbursed.

If the support by the Agency is only partial support, the grantee's portion of the budget should also be reviewed for reasonableness and sufficiency. The Agency desires to be assured that the grantee has sufficient financial capability to contribute his share of the funds necessary for successful completion of the project. The rate at which AID payment¹ will be required shall be determined.

The goals of the grant and the planning and implementation to reach those goals, should be within the program description of the grant agreement. The Agency's role in administration is to measure and evaluate the grantee's progress in achieving those goals, rather than in managing the implementation of the project.

Measuring and evaluating progress is normally undertaken through periodic program reports and evaluative reviews, visits and fiscal reports. The grant agreement should spell out the form and content of any required reports.

A specific support grant provides AID funding, in whole or in part, for a specific project or program conducted by the grantee. Under this type of financial arrangement, the program objectives must be clearly stated in the grant, and the grantee must accumulate and segregate costs applicable to the grant-funded program or project from other programs or projects conducted by the grantee.

The methods of negotiating the costs of a specific support grant parallel those of a cost-reimbursement type contract. Even though the activity is part of the grantee's program the Agency can exercise its duty of fiscal accountability during the negotiations of costs. The costs associated with a specific support grant must be identified prior to the initiation of the project. Items such as salaries, travel and other direct costs that are to be reimbursed should be clearly defined and supported as the analysis of the cost items will result in determination of the amount of funding needed to fund the project.

Types of Specific Support Grants

- a. Specific support grants can be given to organizations for
 1. Individual project support -- such as a conference, special training, etc.
 2. Institutional development -- support of specific program for expansion of an organization.
 3. Program development -- support of a core staff, travel or other need of the grantee in developing new projects.
- b. Individuals may also receive specific support grants. These would most often be to support individual research.

Selection Criteria— Managerial and Technical Capability

To be eligible to receive the specific support grant an organization must satisfy AID that it possesses or has the ability to obtain the necessary management competence in planning and carrying out development assistance programs or projects and that it will practice mutually agreed upon methods of accountability for funds and other assets provided by the Agency.

The organization shall demonstrate potential or actual management ability and the capacity to plan and implement in the field of the organization's expertise.

1. The organization or individual applying for a grant, shall develop a proposal, which for purposes of good management, will provide a clear summary of what is to be accomplished, the resources required to meet objectives, steps that will meet objectives in an identifiable period of time, a realistic financing scheme and benchmark measures of progress toward the objectives.

2. The proposal shall include the basic rationale for the projected activities, important assumptions and a description of the groups and people to be involved.

3. The proposal shall identify a system which enables the organization, on no less than an annual basis, to assess the means by which it pursues established objectives, the relevance of those means to the attainment of the objectives, and the adequacy of inputs toward the objectives, the extent to which objectives have been accomplished and necessary remedial actions taken.

Grantee must maintain an adequate set of accounting records which distribute and record costs to the appropriate cost objectives. The accounting records, including documentation to support entries on the account records and to substantiate expenditures under the grant shall be maintained in accordance with accounting principles generally accepted in the U.S. and consistently applied. Exceptions may be made for grants to non-U.S. organizations or individuals.

If a specific support grant is to support grantee employees over an extended period of time the Agency should review the grantee's personnel policies and procedures. The policies and procedures must be in writing, applicable to all employees, be subject to review and approval at a high enough organization level to assure its uniform enforcement.

NOTES

VI.



THE BROADER AID CONTEXT: TIDBITS OF FACTS AND FIGURES AT HOME & ABROAD

KEY PEOPLE TO SEE

Overview

The people which you find listed here will be important in negotiating, obtaining and implementing overseas contracts, particularly in Africa.

Key figures in the **Africa Bureau** work in the following divisions:

- 1) Regional Divisions—pertaining to specific geographic locations
- 2) Technical Divisions—pertaining to general problem areas such as health, nutrition and agriculture

Two other offices in AID are essential to contract development/implementation:

- 1) **Small Business Advisor's Office;**
- 2) **Program and Management Service Bureau, Office of Contract Management**

Africa Bureau

Regional Divisions

Personnel in the relevant Regional Divisions can inform potential contractors about trends in project activities and where the emphasis will lie in new programs.

East and Southern Africa Projects Division (AFR/DR/ESAP)

	Room	Phone Area Code (202)
BROWN, A. Gwendolyn	2450	632-8286
COLE, Sheldon	2450	632-8286
DEPP, Rosemarie	2450	632-8286
JEFFERSON, Emmalita	2450	632-8286
MALICK, Jeffery	2446	632-8286
MacDANIEL, Morris	2450	632-8286
WOOTEN, John	2450	632-8286

Section Code Name: AFR/DR/ESAP

Central and Anglophone West Africa Regional Affairs Project Division (AFR/ DR/CAWRAP)

	Room	Phone Area Code (202)
ADAMS, Gary	2723	632-9066
ANDERSON, Russell	2723	632-9067
BROCK, Mary	2723	632-9066
CARROLL, Betty F.	2723	632-9067
FIELDS, Nathaniel	2723	632-9067
LEE, Ted	2723	632-9066
LOFGREN, Thomas	2723	632-9069
SOLEM, Ray	2723	632-9069
THOMPSON, Graham	2723	632-9066

Section Code Name: AFR/DR/CAWRAP

Sahel and Francophone West Africa Projects Division (AFR/DR/SFWAP)

	Room	Phone Area Code (202)
GRAHAM, James	2646	632-6330/1
HAGGETT, Gladys	2646	632-6331
HEARD, John	2646	632-7887
HUSICK, Charles	2646	632-7886/7
*KELLY, James M.	2646	632-6330/1
KENNEDY, Don	2646	632-7886
MASON, Denis	2486	632-7285
MENDELSON, Deborah	2646	632-7886
MOULD, L. Murray	2646	632-7886
RIFFENBURG, Raymond	2646	632-6330/1

Section Code Name: AFR/DR/SFWAP

Technical Divisions

Personnel in the relevant Technical divisions (i.e. program sectors) are knowledgeable on technical and personnel requirements for AID projects.

Special Development Problems Division (AFR/DR/SDP)

	Room	Phone Area Code (202)
*BLUMGART, John	2496 NS	632-8570
BLUNT, Diane	2493 NS	632-8570
DIBBLE, David	2484 NS	632-7285
DUNCAN, Forest	2744 NS (Temp)	632-1783 (Temporarily)
EALY, Geneva	2490 NS	632-7285
HOBSON, Lois	2486 NS	632-7285
MUDGE, James	2484 ND	632-8570

Section Code Name: AFR/DR/SDP

Human Resources Division (ADR/DR/HR)

	Room	Phone Area Code (202)
*GAYOSO, Antonio	2491 NS	632-8171
HIGH, Dorothy	2491 NS	632-8171
HIRABAYASHI, Edward	2489 NS	632-8177
KOHASHI, Marion	2487 NS	632-8176
WHITTEN, Willie A. Jr.	2487 NS	632-8176

Section Code Name: AFR/DR/HR

*Division Director

66

Health and Nutrition Division (AFR/DR/ HN)

	Room	Phone Area Code (202)
MASON, Curtis	2492 NS	632-8175
MENDELSON, Janet	2492 NS	632-8175
Edward B.	2490 NS	632-8174
KIRBY, Marie	2490 NS	632-8175
MOORE, Elnora	2490 NS	632-2020
PARFREY, Ed	2489 NS	632-8176
WITTEN, Charles	2994 NS	632-8174

Section Code Name: AFR/DR/HN

Agriculture Research Division (AFR/DR/ ARD)

	Room	Phone Area Code (202)
CLYBURN, Lloyd	3530A	632-9107
FERGUSON, Donald	3530A	632-9106
FRANKS, Rose	2480	632-8169
FUGLIE, Winton	2480	632-8169
HARRINGTON, Catherine	2480	632-8168
JONES, Harold M.	2480	632-8168
*LEAKE, Woodrow	2480	632-8168
MILLAN, Justina	3530A	632-9106
ULSAKER, Norman	3530A	632-9853
WARREN, Phil	2480	632-8169

Section Code Name: AFR/DR/ARD

Project Support Staff (AFR/DR/PSS)

	Room	Phone Area Code (202)
BRAXTON, Dorothy	2485	632-3946
BROWN, Renee	2485	632-3946
*CATICCHIO, Normanno A.	2485	632-3946
CONCEPCION, Jaime	2485	632-3990
JORDAN, Kay	2485	632-3947
McCOY, Gladis	2926	632-3990
MEENAN, James	2925	632-9864
THOMAS, Sarah	2485	632-3947
WRIGHT, Jeanette	2925	632-0206

Section Code Name: AFR/DR/PSS

Mailing Address:

Addressee
Section Code Name
Agency for International Development
Department of State
Washington, D.C. 20523

Small Business Advisor's Office

Personnel in the Small Business Advisor's Office will help potential contractors:

- 1) Register in the **Contractor's Index**;
- 2) Become informed on special programs geared specifically for minorities (i.e., 8(a) and other set aside programs).

The four officers in SBA/AID are:

TORREY, Ray	Special Assistant for Small Business (Room 601)
ROWE, Nedra M.	Deputy Special Assistant for Small Business (Room 605)
BYRD, Martha	Small Business Officer (Room 605)
COLBERT, Dorothy	Small Business Officer (Room 606)

Mailing Address:
A.I.D.
Small Business Office
Washington, D.C. 20523

Street Address:
1735 N. Lynn
Rosslyn, Virginia

Phone: 235-9155(6) and 235-9119

Program And Management Service Bureau Office of Contract Management

The Office of Contract Management is primarily concerned with contract and grant procedures for project implementation. For information regarding such procedures, the initial contact should be made with:

Mailing Address:
Stanley D. Heishman
Contracting Management Officer
Office of Contract Management (CM/ROD/
AFR)
Agency for International Development
Washington, D.C. 20523

Street Address:
Room 719
1735 N. Lynn
Rosslyn, Virginia
Phone: (703) 235-9105

AID ACRONYMS

AA Assistant Administrator
AAC Administrator's Advisory Council
AAG Area Auditor General
ABS Annual Budget Submission
ACS Activity Characteristics Sheet
ACVFA Advisory Committee on Voluntary Foreign Aid
ADB Asian Development Bank
ADO Area Development Office(r)
ADP Automated Data Processing
AF Africa Bureau
AFGE American Federation of Government Employees
AFSA American Foreign Service Association
AG Auditor General
A/AID Administrator of the Agency for International Development
AID Agency for International Development
AIDMIS AID Management Information System
AIDPR Agency for International Development Procurement Regulations
AID/W Agency for International Development/Washington, D.C.
AL Annual Leave
AOSC Agency Occupational Specialty Code
APO Army Post Office
AS Administrative Services

B

BERR Business Enterprise Rate of Return
BOPS Beginning of Project Status

C

CAMO Central Administrative Management Organization
CAP Capital Assistance (Loan) Paper
CAR Capital Assistance Request
C&R Communications and Records
CD Community Development
CDO Country Development Office(r)
Community Development Office
CIA Central Intelligence Agency
COAR Completion of Assignment Report
COB Close of Business
COMP Complement

CP Congressional Presentation; Critical Path; Conditions Precedent
CPDB Country Program Data Bank
CPI Critical Performance Indicator
CPM Critical Path Method
CSC Civil Service Commission
CY Calendar Year

D

DA/AID Deputy Administrator of the Agency for International Development
DAC Development Assistance Committee
DAP Development Assistance Plan
DCM Deputy Chief of Mission
Deobs Deobligations
DIA Defense Intelligence Agency
DIS Development Information System
DLC Development Loan Committee
DLSC Development Loan Staff Committee
DOD Department of Defense
DP Development Planning; Displaced Person
DPG Development Program Grant
DSP Development Studies Program

E

EA East Asia Bureau
EAC East African Community
EAORA East Africa Office of Regional Activities
EDR Employee Data Record
EEOC Equal Employment Opportunity Commission
E&E Evacuation and Evasion
EMRB Executive Manpower Resource Board
EOD Entry on Duty
EOPS End of Project Status
ESCAP Economic and Social Commission for Asia and the Pacific
ETA Estimated Time of Arrival
ETD Estimated Time of Departure
ESDB Economic & Social Data Bank
EVT Emergency Visitation Travel
EXIMBANK Export-Import Bank of the United States

F

FAA Foreign Assistance Act
FAO Food and Agriculture Organization of the United Nations
FBS Field Budget Submission

FDRC Foreign Disaster Relief Coordinator
FEGLI Federal Employee Group Life Insurance
FEHB Federal Employees Health Benefits Program
FERP Far East Refugee Program
FFP Food For Peace
FICA Federal Insurance Contribution Act (Social Security)
FIS Financial Information System
FMIS Financial Management Information System
FOA Foreign Operations Administration
FCC Field of Concentration
FPR Federal Procurement Regulations
FS Foreign Service
FSI Foreign Service Institute
FSO Foreign Service Officer
FSP Foreign Service Personnel
FSR Foreign Service Reserve
FSRDS Foreign Service Retirement and Disability System
FSRL Foreign Service Reserve Limited
FSS Foreign Service Staff
FTS Federal Telecommunications System
FY Fiscal Year

G

GAO General Accounting Office
GBL Government Bill of Lading
GC General Counsel
GHI Government Health Insurance
GLI Government Life Insurance
GNP Gross National Product
GO Government of
GPO Government Printing Office
GPOI Goal, Purpose, Outputs, Inputs
GS General Schedule
GSA General Services Administration
GSO General Services Office(r)
GTR Government Transportation Request

H

HC Host Country
HEE Household Effects
HIG Housing Investment Guarantee
HL Home Leave

I

IBRD International Bank for Reconstruction and Development
ICRC International Committee of the Red Cross
IDA International Development Association
IDI International Development Intern
IFC International Finance Corporation
IGA Inspector General of Foreign Assistance
IIS Inspection and Investigation Office
ILO International Labor Organization
IMF International Monetary Fund
IPA Intergovernmental Personnel Act
IRR Intensive Review Request
Internal Rate of Return
ISC Interagency Staff Committee
IVS International Voluntary Service

J

JAO Joint Administrative Operation
JAS Joint Administrative Services

L

LA Latin America Bureau
LDC Less Developed Country
LN Local National
LOB Line of Balance
LWOP Leave Without Pay

M

MAAG Military Assistance Advisory Group
MAP Military Assistance Program
MD Manpower Development
MIS Management Information System
MLAT Modern Language Aptitude Test
MO Manual Order
MS Marital Status

N

NE	Near East Bureau
NESA	Near East/South Asia
NNRR	Net National Rate of Return
NOA	New Obligational Authority
NPV	Net Present Value
NS	New State Department Building
NTE	Not To Exceed
NXP	Non-Expendable Property

O

OAS	Organization of American States; Operations Appraisal Staff
OAU	Organization of African Unity
OECD	Organization for Economic Cooperation and Development
OD	Other Donor
OMB	Office of Manpower and Budget
OJT	On-the-Job Training
OLAB	Office of Labor Affairs
OPA	Office of Public Affairs
OPEC	Organization of Petroleum Exporting Countries
OPG	Operations Program Grant
OPIC	Overseas Private Investment Corporation
O/S	Overseas
OSARAC	Office of Southern Africa Regional Activities Coordination
OT	Over Time
OYB	Operational Year Budget

P

PAHO	Pan American Health Organization
PAIS	Project Accounting Information System
PAR	Project Appraisal Report
PARIS	Project Analysis & Reporting Information System
PASA	Participating Agency Service Agreement
PBAR	Planning, Budgeting, Accounting and Reporting Program Budget Submission
PBS	Peace Corps Volunteer
PCV	Program Determination
PD	Program Design and Evaluation
PDE	Program Design and Management
PDM	Program Evaluation Committee
PEC	Personnel Evaluation Report
PER	Program Evaluation Review Technique
PERT	

70

PES	Program Evaluation System
PHA	Population and Humanitarian Assistance Bureau
PHS	Public Health Service
PID	Project Identification Document
PIO	Project Implementation Order
PIO/C	Project Implementation Order/Commodity
PIO/P	Project Implementation Order/Participant
PIO/T	Project Implementation Order/Technical Services
PIP	Project Implementation Plan
PL	Public Law (i.e., PL-480)
POL	Political, Petrol, Oil and Lubricants
POV	Privately Owned Vehicle
PP	Project Paper; Pay Period, Pomponio Plaza
PPC	Program and Policy Coordination Bureau
PPP	Preliminary Project Proposal
PPTS	Project Performance Tracking System
ProAg	Project Agreement
PROG	Program; Programming Information System
PROP	Project Proposal
PRP	Project Review Paper
PVO	Private Voluntary Organization
PX	Post Exchange

R

RAC	Research Advisory Committee
R&D	Research and Development
RAMPS	Revised Automated Manpower and Personnel System
RCA	Request for Contract Action
RD	Rural Development
RDO	Regional Development Office(r), Rural Development Office(r)
RDOEA	Regional Development Office for East Africa
RED	Regional Economic Development
REDSO	Regional Economic Development Services Office
REDSO/EA	Regional Economic Development Services Office/East (Kenya)
REDSO/W	Regional Economic Development Services Office/West (Ivory Coast)
REOBS	Reobligations
RFP	Request for Proposal
RIF	Reduction in Force
RLDC	Relatively Least Developed Country

ROCAP Regional Office for Central American Programs
RP Rosslyn Plaza
RPE Rosslyn Plaza East
RTD Return to Duty
RTR Rating Tendency Record

S

SA Supporting Assistance; State Annex; Special Assistant
SAS Shared Administrative Support
SCD Service Computation Date
SEL Statement of Earnings and Leave
SER Program and Management Service Bureau
SER/COM Office of Commodity Management
SER/CM Office of Contract Management
SER/DM Office of Data Management
SER/ENGR Office of Engineering
SER/FM Office of Financial Management
SER/H Office of Housing
SER/IT Office of International Training
SER/LR Office of Labor Relations
SER/MO Office of Management Operations
SER/MP Office of Management Planning
SER/PM Office of Personnel and Manpower
SF Standard Form (i.e., SF 171)
SMA Separate Maintenance Allowance
SOG Senior Operations Group
SPAR Staffing Pattern Action Request

T

TA Travel Authorization
T&A Time and Attendance
TAB Technical Assistance Bureau
TAB/AGR Office of Agriculture
TAB/DA Office of Development Administration
TAB/EHR Office of Education and Human Resources
TAB/H Office of Health
TAB/MGT Office of Management
TAB/N Office of Nutrition
TAB/OST Office of Science and Technology
TAB/STS Office of Special Technical Services
TAB/UD Office of Urban Development
TCN Third Country National
TDY Temporary Duty
TGIF Thank God It's Friday
TTLA Termination Time Limited Appointment

U

UN United Nations
UNDP United Nations Development Program
UNESCO United Nations Educational, Scientific and Cultural Organization
UNHCR United Nations High Commissioner for Refugees
UNICEF United Nations International Children's Emergency Fund
USAID United States Agency for International Development
USC United States Code
USDA United States Department of Agriculture
USG United States Government
USIA United States Information Agency (Washington)
USIS United States Information Service (Overseas)
USOAS United States Representative to the Organization of American States
USOM United States Operations Mission
USRP United States Refugee Program
USUN United States Mission to the United Nations

V

VOA Voice of America
VOLAG Voluntary Agencies

W

WAO Women's Action Organization
WBS Work Breakdown Structure
WHO World Health Organization
WID Women In Development

FACTS ABOUT AID

The Agency for International Development administers most of the foreign economic assistance programs of the U.S. government. It operates from headquarters in the Department of State in Washington through field missions or representatives in some 60 countries of Asia, Africa and Latin America.

The purpose of AID is to assist the people of less developed countries acquire the knowledge and resources needed to build the economic, political and social institutions necessary to their aspirations for a better life.

In addition to humanitarian reasons, such assistance is considered essential to the economic and security interests of the United States.

The Agency is headed by an Administrator, John J. Gilligan, who reports to the Secretary of State and the President. He also is responsible to the President for coordination of all U.S. government assistance in foreign disasters.

AID programs are authorized by the Congress under the Foreign Assistance Act. Funds for loans and grants to carry out these programs are appropriated annually by the Congress.

Foreign economic assistance by AID fits broadly into two categories:

- Development Assistance aims at improving the lives of the poorest people in underdeveloped countries (the so-called Third and Fourth Worlds, which cover two-thirds of the earth's land area and contain 74 percent of the world's population). \$1.15 billion was appropriated for such assistance in Fiscal Year 1977.
- Security Supporting Assistance seeks to promote economic and political stability in selected countries whose well-being is important to the security of the U.S. Example: The Middle East, where we are attempting to encourage the peaceful development of an area embracing Israel, Jordan, Syria and Egypt and thereby reduce the incentives to violence and conflict. \$1.7 billion was appropriated in Fiscal 1977.

In addition, AID works closely with the Department of Agriculture in administering the Food for Peace (PL 480) program. Since 1954 this program has fed undernourished and starving people throughout the world while, at the same time, providing our farmers with a large and stable market for their products.

U.S. development assistance is targeted at a world in which:

- More than one fourth of the population live on an income of less than \$150 per year. (An average American earns that much in seven days).
- The average life expectancy is 52 years, compared with 71 in the U.S.
- There are 220,000 new mouths to feed every day.
- Four hundred to 500 million are malnourished.
- Forty percent of the children die before the age of 5.
- More than half of the children do not attend school.

The U.S. has led an international effort to alleviate and overcome these problems through programs such as:

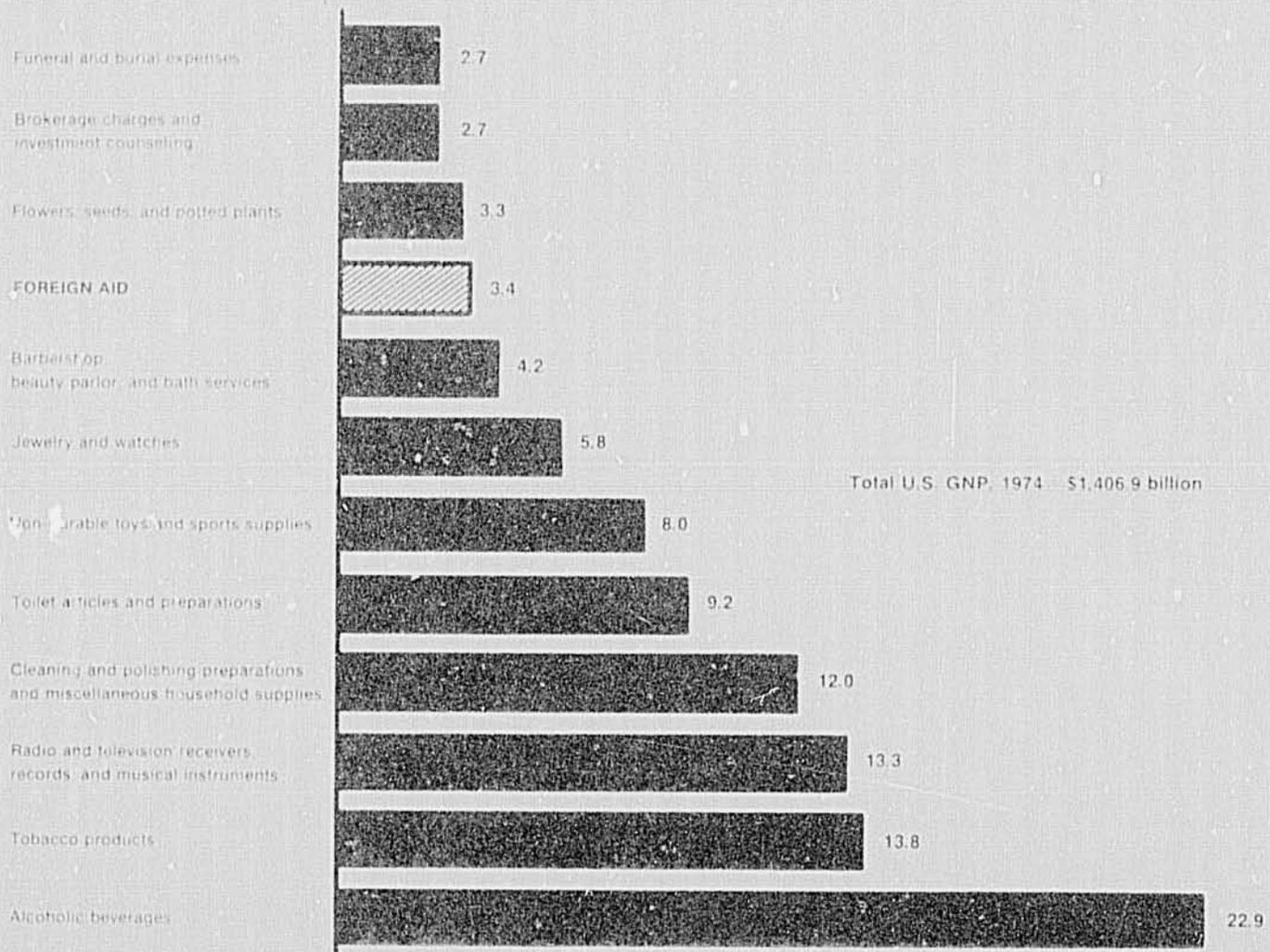
- **Food production:** AID's major effort concentrates on helping small and subsistence farmers increase production through use of high-yielding seeds, fertilizer, pest control, irrigation, storage, and improved systems of credit, distribution and marketing.
- **Population planning:** In just 10 years increasingly accepted family planning programs helped reduce the average world birth rate from 34 per 1,000 to 28.2 per 1,000, but a long-term battle lies ahead to bring population growth under control.
- **Health and nutrition:** AID-supported programs have helped eliminate smallpox and control measles, cholera, malaria. Working through U.S. private and voluntary agencies overseas, intensive efforts are being made to improve nutrition and health practices throughout the underdeveloped world.

-
- **Education and human resources development:** Increased emphasis is being placed on non-formal education and elevating the status of women in the workforce, as well as improving opportunities for formal education. Radio and satellite communications have greatly enhanced ability to reach masses of people in remote areas.

For further information, write the Office of Public Affairs, Agency for International Development, Washington, D.C. 20523.

U.S. PERSONAL CONSUMPTION EXPENDITURES AND FOREIGN AID DISBURSEMENTS, 1974

(Billions of Dollars)



SOURCE: U.S. Department of Commerce

SOURCE SUPPLIERS BY STATE OF PRODUCTION

FISCAL YEAR July 1975 - June 1976

STATE	AMOUNT
ALABAMA	196,495
ALASKA	
ARIZONA	88,084
ARKANSAS	9,691
CALIFORNIA	26,494,168
COLORADO	555,822
CONNECTICUT	6,307,700
DELAWARE	486,385
DISTRICT OF COLUMBIA	171,749
FLORIDA	3,236,973
GEORGIA	2,021,174
HAWAII	697,597
IDAHO	455,638
ILLINOIS	14,880,059
INDIANA	1,521,982
IOWA	1,436,384
KANSAS	1,180,138
KENTUCKY	78,451
LOUISIANA	5,397,641

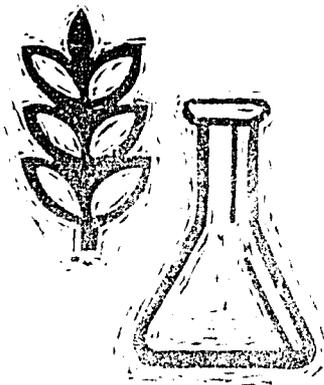
STATE	AMOUNT
MAINE	164,692
MARYLAND	422,878
MASSACHUSETTS	5,006,359
MICHIGAN	4,458,100
MINNESOTA	17,925,829
MISSISSIPPI	7,670,978
MISSOURI	507,324
MONTANA	
NEBRASKA	1,515,647
NEVADA	
NEW HAMPSHIRE	446,631
NEW JERSEY	9,981,308
NEW MEXICO	
NEW YORK	181,414,124
NORTH CAROLINA	741,263
OHIO	9,200,851
OKLAHOMA	1,164,118
OREGON	596,172
PENNSYLVANIA	20,229,981
RHODE ISLAND	238,921
SOUTH CAROLINA	334,664
SOUTH DAKOTA	
TENNESSEE	6,414,589
TEXAS	22,571,233
UTAH	14,074
VERMONT	30,922
VIRGINIA	619,428
WASHINGTON	141,885
WEST VIRGINIA	1,365,610
WISCONSIN	8,582,418
WYOMING	

GRAND TOTAL \$366,976,730

Note: This report identifies by State, the dollar value of commodities financed by AID/W in its program (commodity import), the capital and technical assistance programs.

Source: Agency for International Development, Office of Financial Management, Banking & Finance Division

VII



ACTION
EPILOGUE:

THE LAST BUT
NOT THE
FINAL WORD

ACTION EPILOGUE: The Last but not the Final Word. . .

The essence of the preceding message is that AID presents a unique challenge and an opportunity for both minorities and women in business, in universities and in private and voluntary organizations. The *challenge* is not to be overwhelmed by the seemingly endless technicalities of AID contract and grant marketing, not the uninspiring example of its past patterns and practices in providing equal access. The *opportunity* is to join with the Agency's new Administration to point out what must be done to assure a fuller female and minority participation in development work.

The keys to both the challenge and the opportunity are self reliance and self initiative. While special market development programs have their place and must be encouraged as added weapons in the campaign for reform, pragmatism insists that individual and institutional homework in understanding and pressing the system for change remains the surest method for success.

The materials that are presented above were not to serve as sources of discouragement, but as tools of realism for those who want to be realistic in pursuing a role for themselves in international service. Whatever the initiatives from within the Agency, they can never succeed absent a vigorous effort from without.

The following are essential ingredients for success:

- Market yourself at AID by calling upon its relevant principals to assure that they know of your capabilities and interest.
- Make a point of calling ahead for AID appointments whenever you plan to be in Washington.
- Package your experience in a fashion which clarifies its relevance to international development priorities.
- Expand the knowledge that host country officials have of your capabilities.
- Seek and make use of all information sources on past, current and future AID work to up-date what is presented here.
- Follow the course of the AID legislation and planning to assure its responsiveness to your needs and perspectives as citizens.
- Follow any unsuccessful effort with a full debriefing with the Agency for future actions.

Finally you can never assume that the past will not continue to be prologue, without your own individual and institutional involvement. The future belongs to those who seize it, otherwise there wouldn't be enough to go around.

The MATCH Institution would like to pay special thanks to the following ~~organizations, who assisted in this~~
~~seminar.~~

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- Public Affairs Office, AID
- The World Bank

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