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SECID

The South-East Consortium for International Development
Annual Report 1981-82

Women in Development
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SECID
Annual Report
1981-1982





PREFACE

Rapid growth for a corporation is usually a function of effective decentralization. Certainly this is true when a firm has seen its gross revenues increase, as SECID's have, from \$1.2 million in Fiscal Year 1977-78 to \$13.5 million in Fiscal Year 1981-82. That magnitude of expansion can only be absorbed if the firm has competent staff who can assume successfully much of the accompanying increase in managerial decisionmaking.

SECID's top management has responded well to that challenge. Our three corporate officers and the Directors of the five offices which manage SECID's contracts and program development activities have clearly defined sets of decisionmaking responsibilities. Monthly Directors' meetings and program development meetings

provide the means for coordinating these individual efforts into compatible corporate achievements.

The format of this Annual Report allows the reader to become better acquainted with these corporate officers and Directors. Each of our top managers has written a statement about the goals and objectives of the work for which he or she is responsible. Those statements precede the summary descriptions of activities that comprise a particular Office. Read these statements attentively. They say a great deal about the paths along which SECID is heading and the excellence of the individuals who are leading the way.

Following the Directors' statements, the descriptions of each project sketch the accomplishments of our SECID teams in the field. The logic of decentralized

decisionmaking is carried out to the level of the individual project as well. Without excellent leadership by our Chiefs of Party and their colleagues in the field, it would be impossible to implement effectively the types of international activities which characterize SECID.

The achievements of our Member Institutions' faculty overseas are the most rewarding indicators of SECID's viability. They are the front-line that defines the solutions to the problems of the developing countries. All of our organizational efforts are directed toward assuring that the efforts of our field teams and their host country counterparts do not fail.

Edward Vickery

Edward Vickery
Executive Director

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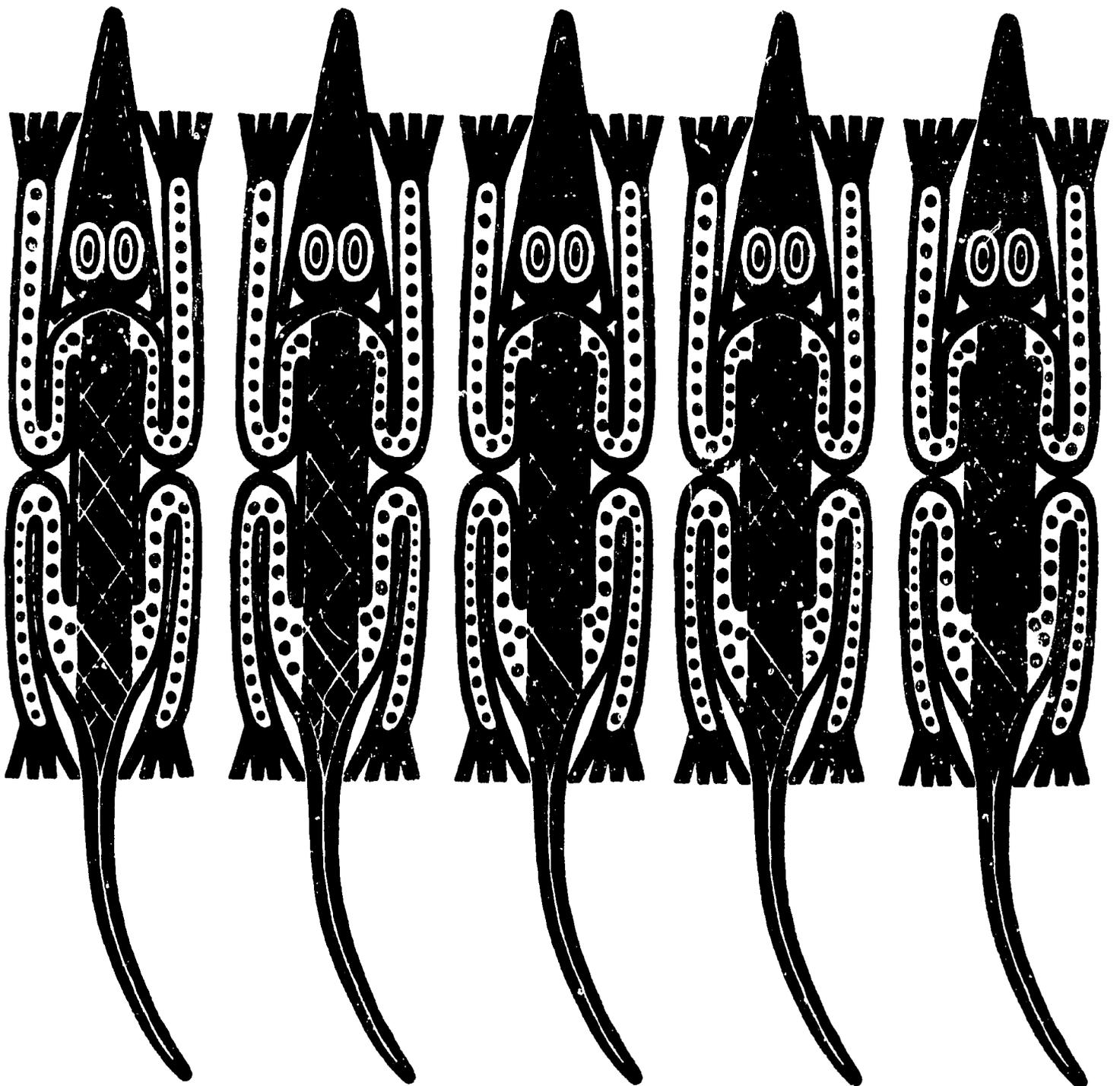
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SECID Member Institutions and Trustees

Member Institutions	Trustees
Alabama A&M University Normal, Alabama	Richard Morrison President
Alcorn State University Lorman, Mississippi	Samuel Donald Director of Agriculture, Research & Applied Science
Auburn University Auburn, Alabama	Donald Richardson Associate Dean of the Graduate School
Clemson University Clemson, South Carolina	Luther Anderson Dean, School of Agricultural Sciences
Delaware State College Dover, Delaware	Eva Adams Chairperson, Department of Home Economics
Duke University Durham, North Carolina	Kenneth Pye Professor, School of Law
Florida A&M University Tallahassee, Florida	Charles Kidd Dean, College of Science and Technology
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Georgia Institute of Technology Atlanta, Georgia	Jack Spurlock Director, Office of Interdisciplinary Programs
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Louisiana State University Baton Rouge, Louisiana	Alvin Harper Chancellor, Agricultural Center
Lincoln University Jefferson City, Missouri	Collin Weir Director of International Programs
Mississippi State University Mississippi State, Mississippi	Marlon Loftin Dean of the Graduate School
North Carolina A&T University Greensboro, North Carolina	William Reed Director of International Programs
North Carolina State University Raleigh, North Carolina	Lawrence Apple Coordinator, International Programs, Agriculture & Life Science
Pennsylvania State University University Park, Pennsylvania	Samuel Smith Dean, College of Agriculture

Member Institutions	Trustees
Prairie View A&M University Prairie View, Texas	Ivory Nelson Acting President
Research Triangle Institute Research Triangle Park, North Carolina	Alva Finkner Executive Vice President
South Carolina State College Orangeburg, South Carolina	Wilhelmine Funchess Dean, School of Home Economics
Southern University Baton Rouge, Louisiana	John Moland Director, Center for Social Research
Tennessee State University Nashville, Tennessee	Roland Norman Dean, School of Agriculture and Home Economics
Tuskegee Institute Tuskegee, Alabama	Bennie Mayberry Director of International Programs
University of Arkansas (Fayetteville) Fayetteville, Arkansas	Thomas Westing Associate Dean, College of Agriculture and Home Economics
University of Arkansas (Pine Bluff) Pine Bluff, Arkansas	Arthur Allen Assistant Dean, Division of Agriculture and Technology
University of Florida Gainesville, Florida	Hunt Davis Director, Center for African Studies
University of Georgia Athens, Georgia	Eugene Younts Vice President for Services
University of Kentucky Lexington, Kentucky	Wimberly Royster Dean of the Graduate School & Coordinator of Research
University of Maryland College Park, Maryland	John Moore Assistant Provost, International Programs, Agriculture & Life Science
University of Maryland (Eastern Shore) Princess Anne, Maryland	Dennis Ignasias Director, Research and Grants
University of North Carolina Chapel Hill, North Carolina	George Holcomb Professor, Department of Anthropology
University of Tennessee Knoxville, Tennessee	Evans Roth Vice Chancellor for Graduate Studies and Research
Virginia Polytechnic Institute and State University Blacksburg, Virginia	Robert Dyck Director of University International Programs
Virginia State University Petersburg, Virginia	Huey Battle Vice President for Research and Human Services



The Consortium

The South-East Consortium for International Development (SECID) is a not-for-profit organization of thirty-three academic and research institutions in the southern and eastern regions of the United States. The Consortium has been providing technical assistance, training, and procurement services to developing countries since 1977. As of September 1982, SECID's current contracts—primarily with the U. S. Agency for International Development (USAID)—totalled over \$65 million and included approximately \$6 million of procurement services. These institutional development, training, and environmental management projects are located in Nepal, Sri Lanka, Seychelles, Kenya, Senegal, Mali, Upper Volta, and Zaire. In addition, SECID administers an Africa-wide project in environmental training, and a world-wide project on Women in Development.

Membership

SECID's membership spans seventeen states, and includes all of the historically black Land Grant Institutions included in the 1890 Morrill Act, and twelve of the Land Grant universities included in the 1862 Morrill Act. Other Member Institutions include Duke University, Georgia Institute of Technology, Research Triangle Institute, and the University of North Carolina at Chapel Hill.

Faculty members from these thirty-three institutions provide the technical expertise for overseas field teams and for U. S.-based technical support. SECID's professional staff handles contract management, procurement services, financial management, and project coordination.

Services to Members

The Consortium concept promotes the international potential of its Member Institutions through a wide range of services:

SECID provides opportunities for Member Institution involvement in projects which, by virtue of their scope or complexity, would not be feasible to staff from a single institution. This approach permits Member Institutions to participate in larger international projects or projects requiring scarce language or technical capabilities that may be unavailable at a single institution.

SECID provides program development services for the identification of promising opportunities for Member Institution involvement. Through a careful screening process, SECID selects those projects which are specifically applicable to the strengths and resources present in SECID's membership. Project information is routinely circulated to Member Institutions on all projects which seem suitable for a consortium approach. It is the Member

Institutions themselves who make the final determination of the projects for which SECID will submit proposals.

SECID provides professional proposal writing capabilities for its Member Institutions. Utilizing the technical input of faculty advisors from collaborating institutions, SECID's staff coordinates the preparation of the technical, management, and cost proposals and assures timely delivery to the proper agency.

SECID recognizes the technical expertise available in its Member Institutions not only in staffing project field teams, but in management as well. Technical leadership for project implementation is delegated to the Lead Institutions designated for each SECID project.

Although Lead Institutions are responsible for much of the technical recruitment, SECID actively participates in identifying qualified candidates for positions on overseas teams. SECID also conducts thorough orientation programs for team members, using a comprehensive Overseas Manual which SECID develops for each project. This Overseas Manual provides detailed information on SECID and contracting agency policies and procedures; the geographic, political, economic and cultural conditions in the host country; living in the host country as a U. S. citizen; and the specific work conditions and reporting requirements of that contract.

SECID's central office handles contract management, financial services and communications services, thereby freeing the par-



ticipating institutions to concentrate on the technical assistance and training tasks involved in project implementation. SECID's overhead costs, (expressed as a percentage of total revenues) continue to decline for the fifth year in a row. This statistic demonstrates that there are substantial economies of scale to be realized by creating a centralized office to perform logistical and administrative functions.

As a consortium of thirty-three institutions, SECID can offer a wide range of training programs within its own membership for participant training. SECID's Office of Education and Training has access to a multitude of program options for designing U. S. participant training activities, compared with the relatively limited number of options available at a single institution or a project-specific consortium.

SECID facilitates exchange of project information among Member Institutions and assumes responsibility for the reporting requirements of each contract. The Project Coordinator designated for each project maintains records and coordinates regular reporting to the host country, contracting agency, lead institutions, and Advisory Council. SECID also works with collaborating institutions on each project to develop forms and procedures for evaluating team members in the field.

SECID's role as facilitator of information exchange extends beyond project-specific reporting and communications. SECID's Chapel Hill administrative office provides publicity and information services, including publication production and dissemination. A weekly newsletter is distributed to all Trustees, Alternate Trustees, project team members overseas, Home Campus Coordinators, representatives of the

Procurement

In October 1981, a Procurement Department was established within the Treasurer's Office. This expansion of our Treasurer's Office was motivated by the need to organize SECID's internal purchasing functions and fulfill the commodity requirements of SECID's overseas projects. Services to SECID's international technical assistance contracts in West Africa, East Africa, and Asia in the past year included the acquisition of household furnishings, incidental project equipment, and major project commodities. Irrigation systems, fencing, tools, textbooks, forestry supplies, audio-visual aids, laboratory equipment, office equipment, surveying equipment, vehicle spare parts, and vehicles were the major categories of commodities purchased and shipped during the past year. The Nepal Resource Conservation and Utilization Project alone has accounted for \$1 million of procurement support. Integrated within this five-year project is the development of a detailed procurement plan which includes several components: contracting for engineering and construction services, purchasing 2,000 different items of agricultural and forestry-related commodities, distributing commodities throughout Nepal to line agencies of His Majesty's Gov-

ernment, and training Nepalese personnel in procurement management procedures both in Nepal and in the U. S.

Building on the capabilities developed in servicing SECID contracts, the Procurement Department received Project Implementation Orders for providing procurement support to the USAID Liberia Agricultural Research Extension Project, for which Louisiana State University is providing the technical assistance. The Department also provided procurement services to UNESCO in support of a collaborative SECID/UNESCO Tropical Limnology Seminar in Zimbabwe. Procurement Manager Harry Wheeler has actively engaged in program development on behalf of this department to explore further opportunities for SECID procurement activities.

Member Institutions can benefit directly from SECID's enhanced procurement capabilities in undertaking international projects which include a procurement component. If the institution providing the technical assistance does not wish to handle the procurement aspects, SECID can provide that service in support of the project. The Consortium as a whole benefits from such activities through reduced overhead costs on SECID technical assistance contracts.

Center for Women in Development, and SECID staff. A periodic newsletter/magazine, the *SECID REVIEW*, is distributed to an extensive mailing list of individuals and academic institutions, research institutions, government entities, and development-related agencies all over the world.

Organization

The policies and procedures which govern SECID's day to day functions are established by the Board of Trustees, comprised of one representative from each of SECID's thirty-three Member Institutions. A Trustee is appointed by the President or Chancellor of each Member Institution. The Board meets annually to set the guidelines under which SECID carries out its administrative and program development tasks and to assess the Consortium's progress in on-going activities. The authority to establish policies, approve the budget for the Administrative Office, admit new members, and fulfill other responsibilities rests with the majority vote of the Trustees. The Trustees' Executive Committee meets quarterly on behalf of the full Board to address policy issues which arise during the year.

The seven-member Executive Committee consists of the immediate past Chairman of the Board, the incumbent Chairman, the Vice Chairman, and four members chosen from the major constituencies of the full Board of Trustees. Dr. Wilhelmina Funchess of South Carolina State College served as Chairperson during Fiscal Year 1981-82, and Dr. Wimberly Royster of the University of Kentucky is serving in this capacity during Fiscal Year 1982-83.

Within the Board of Trustees, four permanent committees have been

Executive Committee 1982-83



Wimberly Royster
University of Kentucky
Chairman



Charles Kidd
Florida A&M University
Vice Chairman



Wilhelmina Funchess
South Carolina State College
Past Chairperson



Arthur Allen
University of Arkansas at Pine Bluff



Samuel Donald
Alcorn State University



Marion Loftin
Mississippi State University



John Moore
University of Maryland at College Park

established: a Membership Committee (chaired by Arthur Allen, University of Arkansas-Pine Bluff), a Personnel Advisory Committee (chaired by Wimberly Royster, University of Kentucky), an Audit Committee (chaired by John Moore, University of Maryland-College Park), and a Nominating Committee (chaired by Wilhelmina Funchess, South Carolina State College). Other ad hoc committees are established as the need arises.

The Board of Trustees met on July 29th and 30th, 1982, in Lexington, Kentucky. Meetings of the Executive Committee during 1982 were held on January 26th in Atlanta, Georgia; April 2nd in New York City; July 28th at the University of Kentucky; and September 28th in Durham, North Carolina.

Administrative Office Organization

The policies enacted by the Board of Trustees are implemented by three corporate officers and a group of directors. SECID's Executive Director, Dr. Edward Vickery, is chief executive officer. The Corporate Secretary, Ms. Sandra Mixon, supervises personnel policies, public relations, and office services. Mr. Austin Morgan, Treasurer, directs the accounting, procurement, and contractual components of SECID's activities.



SECID Staff

Administrative Office

Executive Director	Edward Vickery
Corporate Secretary	Sandra Mixon
Public Relations Coordinator	Sylvana Smith
Financial Analyst	Sandra Copeland
Receptionist	Paulette Sanders
Word Processing Supervisor	Celeste Burnett
Word Processing Secretary	Valinda Rogers
Treasurer	Austin Morgan
Manager, Contracts Department	Mary Reynolds
Contracts Specialist	Jerry Cotten
Manager, Corporate Finances	Bonnie Horner
Chief Accountant	Joan Council
Fiscal Officer	Carolyn Marlow
Project Analyst	DeeDee Leeolou
Assistant Fiscal Officer	Victoria Davis
Accounting Technician	Oriel Dillard
Computer Operator	Linda Parrott
Manager, Procurement Department	Harry Wheeler
Senior Buyer	Mark Revels
Administrative Assistant	June Thompson

Office of Institutional Development

Director, Office of Institutional Development	Colden Murchinson
Project Coordinator—Upper Volta: Agricultural Human Resources Development	Jesse Dent
Project Coordinator—Mali: Agricultural Officers Training	Jesse Dent
Project Coordinator—Senegal: Casamance Regional Development	Dan Gerber
Project Coordinator—Upper Volta: Grain Marketing Development	Dan Gerber
Administrative Assistant	Janice Brown

Office of Strengthening Programs

Director, Office of Strengthening Programs	John King
Coordinator for Program Development Grants	Theresa Moore
Research Specialist	Patricia Reeve
Project Coordinator—Center for Women in Development	Ellen Fenoglio
Administrative Assistant—Center for Women in Development	Lynn Roberts

Office of Education and Training

Director, Office of Education and Training	Robert Gurevich
Assistant Program Officers	Pamela Cheek
	Elizabeth Earle
	Barbara Fairley
	Ann DeSimone
Contract Training Officer	Varvara Horner
Project Coordinator—Zaire: Agricultural Economic Development	Ann DeSimone
Project Coordinator—Kenya: Egerton College Expansion	Arnold Dennis
Administrative Assistant	Rose Edwards

Office of Resource and Environmental Management

Director, Office of Resource and Environmental Management	Graham Brister
Project Coordinator—Environmental Training and Management in Africa	Earle Buckley
ETMA Administrative Assistant	Stella Schwartz
Project Coordinator—Nepal: Resource Conservation and Utilization	Kathie Rabel
Project Coordinator—Sri Lanka: Reforestation & Watershed Management	Elsa Liner
Project Coordinator—Seychelles: Applied Food Crops Research	Elsa Liner
Assistant Project Coordinator	Frances Seymour
Administrative Assistant	Joyce Willcox-Jones

Office of Program Development

Director, Office of Program Development	William Levine
Office Manager	Jackie McKenna
Secretary	Joan Mongal



Office of the Corporate Secretary

Director's Letter

The Office of the Corporate Secretary offers support services to the Administrative Office which include such functions as Personnel; Public Relations; Fringe Benefits; Policies and Procedures; Word Processing; Corporate Taxes and Insurance; Leasehold Improvements; and other corporate and management matters. In addition, the Corporate Secretary's Office is responsible for liaison with the Board of Trustees regarding information dissemination, policy decisions and the arrangement of Quarterly and Annual meetings.

Because these functions are vital to the overall well-being of the Administrative Office, activities during Fiscal Year 1981-82 emphasized the implementation and maintenance of various systems which were created to provide greater control and increased efficiency in these and other administrative areas.

In essence, during our fifth year of growth, we have concentrated our energies on the re-examination and revision of our own managerial structure, policies, and procedures and have refined the administrative processes which are fundamental to SECID's service to its Member Institutions. For example:



- The Office of Strengthening Programs was created to coordinate programs which enhance Member Institutions' capabilities to provide technical assistance for international projects.
- Decentralization within the Administrative Office placed increased responsibilities on the Directors of each of SECID's eight offices. These responsibilities involved the preparation and administration of individual office budgets; greater autonomy in personnel evaluations and recommendations; and increased decision-making in intra-office matters. Each Di-

rector is now responsible for Program Development activities which are pertinent to his particular office. These individual activities are closely coordinated to create a comprehensive and internally consistent corporate strategy.

- The positions of Treasurer, Project Analyst, Financial Analyst, Contracts Specialist, and Senior Buyer were filled during the past fiscal year, resulting in substantial advancements in accounting, purchasing and contract management procedures.
- A formal purchase order system was established early in the fiscal year, resulting in dramatically improved control over the internal and project-related procurement functions.
- A more efficient system of tracking word processing needs was established which resulted in a subsequent utilization of additional nighttime employees who will be instrumental in the increased efficiency of our word processing hardware.
- A simplified yet systematic approach to the personnel performance review process was instituted this year. All evaluations and subsequent salary adjustments are now implemented during October of each fiscal year.

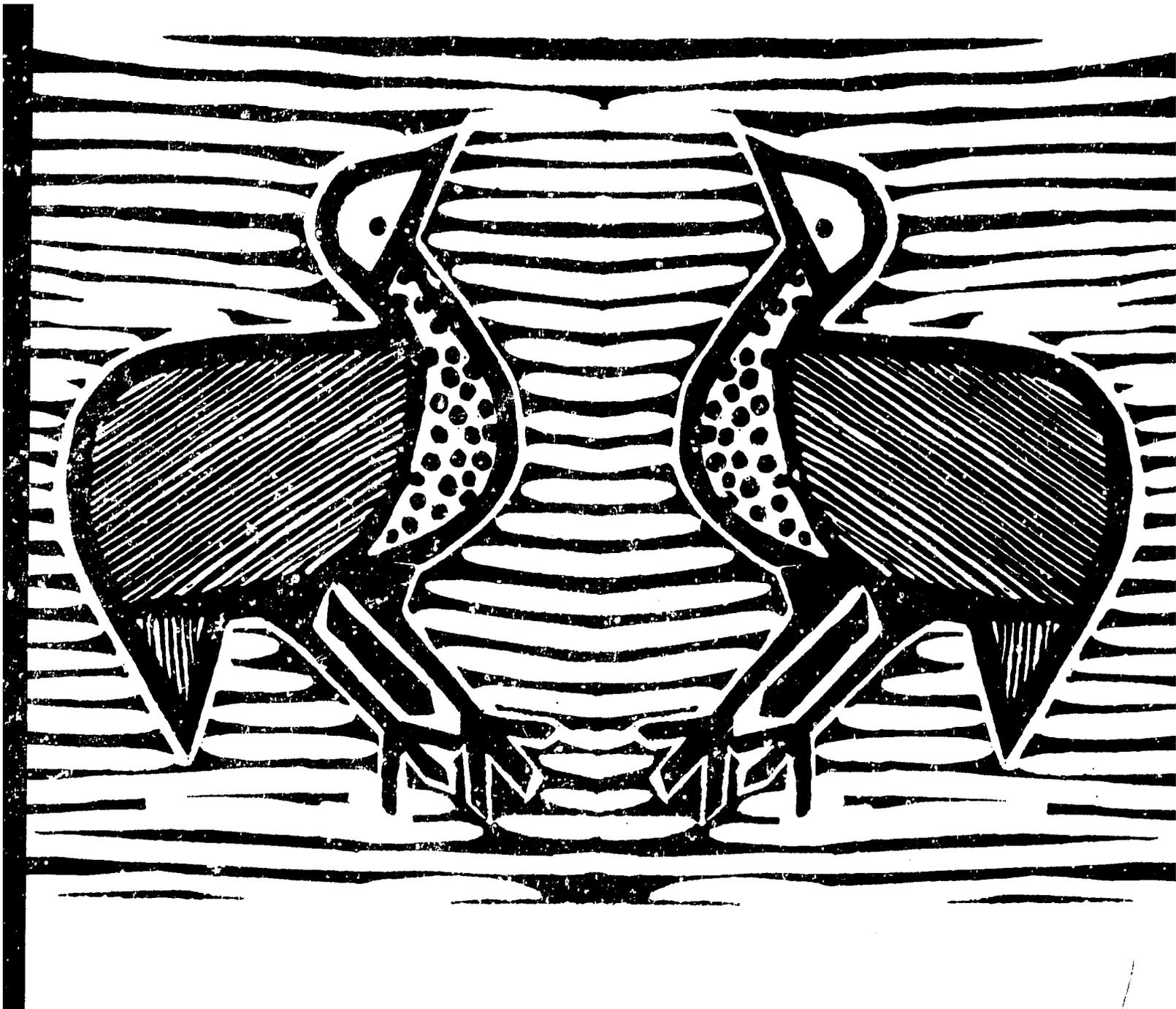
- An extensive revision of our existing Policies and Procedures manual for all SECID employees was begun in Fiscal Year 1981-82 and will be finalized early in Fiscal Year 1982-83. The many revisions were a result of refinements in operational style by the Administrative Office as well as some policy decisions enacted during the last year by the Board of Trustees.
- A comprehensive review and analysis of the fringe benefit package which is made available to all SECID employees was undertaken in Fiscal Year 1981-82. Surveys were taken to gather information from similar not-for-profit entities regarding fringe benefit programs available to these firms. Additionally, we continue to review competitive bids from various insurers in order to obtain the most cost effective but compatible health, life and disability insurance. The major significant improvement in our fringe benefits program was the introduction of SECID's Pension Plan which is more specifically tailored to our needs than was our previous Plan.
- Office systems for telephone communications, data processing and mailing systems were improved over the last year, and
- Public relations activities were expanded to include slide presentations which are available for use by SECID staff and Member Institutions and a weekly newsletter which is sent to Member Institutions, overseas personnel and our office staff. The publication of biannual newsletters and various topical brochures is a continuing activity.

These are but a few examples of the efforts which have been made to improve our internal corporate management.

Our goal for Fiscal Year 1982-83 is to continue to refine our existing management systems while creatively searching for new innovations which will enhance the efforts of the entire Administrative Office and SECID's Member Institutions in our continuing quest for the efficient, productive internal growth which will support our larger goals in contributing to international development.



Sandra Mixon
Corporate Secretary



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Office of Institutional Development

Director's Letter

During the past year, the Office of Institutional Development has focused its primary efforts on the development and strengthening of institutions in the French speaking Sub-Saharan African countries of Mali, Upper Volta, and Senegal. In each of these countries, our team members are responsible for designing and evaluating processes necessary for institutionalizing programs and building infra-structure. In some instances technicians are employees of existing institutions working from within to bring a lasting change. In other instances, technicians are charged with the responsibility of designing and developing new institutions.

Two major issues have emerged that have required special attention: degree equivalency and French language proficiency. Degree equivalency is the problem of determining how academic degrees received in the United States compare with degrees received in France and other donor countries. It is an issue which is complicated by situations which are specific to each French-speaking African country. However, we do believe that it is our responsibility to raise questions for consideration by the respective governments since the success of our developmental efforts hinges on the resolution of this issue. To meet this objective, we have initiated



discussions with the appropriate governmental officials, especially where participant training is involved. In conjunction with the International Council on Education for Teaching, we participated in an administrative intern program for Dr. Cheikh Tidiane Sy, Director, National School of Applied Economics, Senegal. Dr. Sy is the head of the Government of Senegal's Committee to resolve problems of degree equivalency. He was in the U.S. to study degree equivalency issues between the U. S. and the Senegalese education/training institutions. SECID's Office of Institutional Development made arrangements for Dr. Sy to visit with administrators and other university personnel at North Carolina A&T University and the University of North Carolina at Chapel Hill.

The French language proficiency issue is less complex. The lack of

facility in the French language poses a formidable obstacle to project success in Francophone countries. To meet this challenge, several member institutions have developed instructional programs, as part of their SECID Program Development Grants and USAID Strengthening Grants, for the purpose of increasing French language proficiency among their faculty members.

The Office of Institutional Development will continue to search and compete for projects in developing countries that focus on institutional development with particular emphasis on agricultural institutions. In this quest SECID and its Member Institutions will be particularly interested in establishing long-term linkages between its lead institutions and agricultural research and extension institutions in developing nations. It is such linkages that realize the desired continuity of effort over many years which is so essential to effective long-term institutional improvement.

Colden Murchinson
Director
Office of Institutional
Development

Office of Institutional Development

Senegal—Casamance Regional Development

Funding Level:

\$3,669, 600

Contract Duration:

August 1981-July 1984

Lead Institutions:

Louisiana State University
Tuskegee Institute

Home Campus Coordinators:

Charles Schexnayder, Louisiana State University
George Cooper, Tuskegee Institute

Chief-of-Party:

Charles Busch, Irrigation Engineering, Tuskegee Institute

Project Team Members:

Millie Gadbois, Statistics, Research Triangle Institute
Dan Han Ho, Seed Production Specialist, SECID
Curtis Jolly, Agricultural Economics, Auburn University
Francis Can Ngo, Crop Protection, Louisiana State University
Joshua Posner, Research Agronomy, Louisiana State University
Don Smock, Farm Implements Technology, SECID
Janis Timberlake, Rural Food Preservation, Kentucky State University
Huan dinh Truong, Rural Works Engineering, SECID
Michael Walden-Newman, Administrative Assistant, SECID
Carl Wells, Animal Science, University of Maryland

Senegal—Casamance Regional Development

Based in Ziguinchor, Senegal, this three-year Title XII project provides a professional support team for three regional organizations responsible for agricultural development in the Casamance Region: SOMIVAC—Société pour la Mise en Valeur de la Casamance (a regional agency for planning and development); PIDAC—Projet Intègre de Développement Agricole de la Casamance (the regional extension service); and ISRA—Institut Sene-

galais pour la Recherche Agricole (the agricultural research institution). Each person on the SECID team is integrated into the staff of one of these agencies, working in close collaboration with Senegalese counterparts and professionals from other donor agencies. Their responsibilities within multidisciplinary teams in SOMIVAC, PIDAC and ISRA include research, extension, training, and developing the agencies' managerial and technical capabilities to continue the programs beyond the completion of the project.

Technical Assistance

The following endeavors typify the activities in which the SECID team is engaged:

- Design of gravity and sprinkler irrigation systems for a fifteen hectare banana plantation financed by the World Bank
- Analysis of demographic sampling and computer data
- Investigation into various means of improving livestock productivity
- Evaluation of several varieties of rice, maize, and millet to determine their suitability for regional conditions
- Preparation of a manual of insect and weed control methods for distribution to local farmers
- Establishment of a network of on-farm agronomic trials in ten villages and at the ISRA research station at Djibelor
- Testing of several types of land preparation methods to compare time required, the depth of work required, and the effect on weed incidence of each type of equipment or method
- Preparation of technical flyers on agricultural equipment commonly used and appropriate in the Casamance Region
- Research in vegetable marketing in the Casamance, including travel to The Gambia to explore marketing possibilities for Casamance-grown produce in that country

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Training

Three major forms of training inputs are provided by the Casamance Project. First, all technicians in Senegal are responsible for professional and managerial training of their Senegalese counterparts. In addition to this effort, extensive in-service training in vegetable protection and weed control will be provided to extension agents and identified farmers. Similarly, the SECID statistician, in the process of developing a statistical unit, is to train Senegalese staff. SOMIVAC computer personnel are already being trained in appropriate programming techniques.

Another aspect of project training activity involves the selection, placement, and monitoring of four Senegalese participants in graduate degree programs at U. S. universities. All project training activities will be planned and implemented in close cooperation with the Directors of SOMIVAC, PIDAC, and ISRA, and with AID/Dakar officials to ensure a high degree of responsiveness to the issues addressed in the overall project effort.



Upper Volta—Agricultural Human Resources Development

Funding Level:

\$3,326,000

Contract Duration:

February 1979-September 1983

Lead Institutions:

Tuskegee Institute
University of Georgia

Project Director:

Darl Snyder, University of Georgia

Coordinator for Training:

George Cooper, Tuskegee Institute

Chief-of-Party:

Glenn Howze, Rural Sociology/Extension, Tuskegee Institute

Project Team Members:

Gerold Grosenick, Forestry, SECID

Sauveur Mahotiere, Agronomy/Horticulture, Fort Valley State College¹

Robert Morin, Agricultural Education, SECID²

¹ Until August 1982

² Until June 1982

Upper Volta—Agricultural Human Resources Development

This five-year Title XII project was designed by a SECID team during Fall 1977, and the implementation phase began in February 1979. Its purpose is to assist the Government of Upper Volta in expanding and strengthening the capacity of the agricultural education system to produce sufficient numbers of skilled agricultural extension workers. The expansion of practical training facilities at the university and vocational levels, combined with U. S. training programs for Voltaique participants, will allow the government to increase its output of trained personnel at all levels of the agricultural extension system. In implementing this project, SECID works with staff of two Ministries and two educational

institutions. The University of Ouagadougou's Institut Supérieur Polytechnique (ISP), under the jurisdiction of the Ministry of Higher Education, provides university-level agricultural training for higher level extension workers. Its graduates are employed in the Ministries of Agriculture, Rural Development, and Higher Education, as well as in the private sector. The Centre Agricole Polyvalent (CAP), administered by the Ministry of Rural Development, is the main technical training school which produces lower-level extension agents.

Led by Chief-of-Party Dr. Glenn Howze of Tuskegee Institute, the SECID team assists in instruction, curriculum development, and administration at the Institut Supérieur Polytechnique in Ouagadougou. Also, for three years (until December 1981) SECID's Agricul-



tural Education Specialist, Robert Morin, provided instruction, research, and advisory assistance to the Centre Agricole Polyvalent in Matourkou.

SECID's technical assistance efforts and the expansion of physical facilities focus on integrating practical field education into each institution's program. The training provided at new field experiment stations and laboratories gives Voltaique technicians a practical and realistic orientation towards small farmers' needs.

In May and August 1982, seven additional Voltaique students began long-term U. S. training programs under the Agricultural Human Resources Development Project. Two students have successfully completed U. S. Master's degree pro-

grams and have returned to Upper Volta to assume faculty positions at the Institut Supérieur Polytechnique. There are currently ten Voltaique participants in the U.S. for graduate study under this project, and up to eight additional students are expected to arrive during Fiscal Year 1982-83.

Recognizing the need for professionals to continuously update their concepts and techniques, short-term study and observational tours are provided to professors and directors from the Institut Supérieur Polytechnique and the Centre Agricole Polyvalent. During the past fiscal year, three ISP professors and the Director of the CAP-Matourkou participated in U. S. observation/study tours which ranged from four to eight weeks.



Upper Volta—Grain Marketing Development

Funding Level:
\$568,101

Contract Duration:
August 1982-June 1984

Lead Institution:
Lincoln University

Home Campus Coordinator:
Colin Weir, Lincoln University

Chief-of-Party:
Menwouyellet Moussie, Agricultural Economics, Lincoln University

Project Team Member:
Timothy Mooney, Financial Accounting, Lincoln University

Upper Volta—Grain Marketing Development

The goal of this project is to assist the Government of Upper Volta in establishing policies and procedures which will lead to more efficient grain marketing. The mechanism for achieving this goal is improvement of the operational efficiency and managerial capabilities of Upper Volta's National Cereals Office (OFNACER).

The specific objectives of SECID's technical assistance effort include:

- Improving the marketing and distribution of grains for the purpose of providing food security, especially to grain deficit areas and during the pre-harvest season
- Assisting OFNACER in its operational activities of buying and selling via an effective pricing and distribution system
- Determining means of effectively integrating the private sector into the national grain marketing system to optimally utilize scarce resources, capital, and entrepreneurship
- Assisting and advising OFNACER regarding the efficient function-

ing of supporting infrastructures such as transportation, communication, and storage to stimulate an orderly and economical expansion of grain distribution systems

- Assisting and advising the Director General of OFNACER in policy matters that will enhance the mobilization of savings via producer incentive policies and trade policies; monitoring and analyzing the effects of foreign exchange controls; and proper collection, analysis and utilization of data
- Supervising and training local employees in planning techniques and financial accounting procedures such that upon completion of the project OFNACER will possess indigenous personnel to carry out subsequent planning and accounting activities in a timely and effective way.

Lincoln University, the Lead Institution for the project, provides two advisors: a financial accountant and an agricultural economist. They began their assignments in Ouagadougou in October 1982 and January 1983, respectively.

Mali—Agricultural Officers' Training

This three-year project concentrates on agricultural education administration, curriculum restructuring, and the teaching and counseling of agricultural extension officers. The Government hopes to graduate 160 well-trained junior-level agricultural technicians (moniteurs) per year from its three existing Centres d'Apprentissage Agricoles (CAAs) and others to be constructed.

A major focus of Malian development efforts lies in improving the transmission of modern, appropriate agricultural methods and technology to the rural population.



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This project is intended to complement country-wide efforts to increase the productivity of the agricultural sector, by enhancing the training of the junior-level moniteurs who provide key linkages between farmers and the agencies of the Malian government providing integrated extension services.

Without increased training there will be an inadequate number of properly trained moniteurs to support the government's extension efforts in the forthcoming decade. The most important consideration in improving the quality of the training received at the three CAAs is to shift the focus more directly to the needs of the farmers. The critical element of the project involves restructuring the curriculum at the Centers to improve the technical quality of the training and orient training toward responsiveness to the farmer and his changing needs. Emphasis is also placed on increasing both the moniteur's awareness of the farmer's problems and the ability to bridge the attitudinal and educational differences existing in the rural areas which affect the moniteur's performance. One key approach to meeting this objective involves the development of an effective third-year practical field program.

SECID as contractor, with Clemson University as Lead Institution, is responsible for providing a professional support team of agricultural extension educators to assist in instruction, administration, curriculum development and logistical support. These team members are stationed in Bamako, Samanko, Samé, and M'pessoba. In addition, SECID delivers short-term training, long-term training, and in-service training—in Mali, the United States, and third countries.

Mali—Agricultural Officers' Training

Funding Level:

\$2,209,700

Contract Duration:

November 1981-March 1985

Lead Institution:

Clemson University

Home Campus Coordinator:

George von Tungeln, Clemson University

Chief-of-Party:

A. J. Abshire, Agricultural Education Administration, Louisiana State University

Project Team Members:

Ernest Bowen, Agricultural Education, Clemson University

Steven Furst, Administrative Assistant, SECID

Philip Michaud, Agricultural Education, University of Maryland

Nguyen Hoang Son, Curriculum Development, University of Georgia



Office of Strengthening Programs



Office of Strengthening Programs

Director's Letter

The Office of Strengthening Programs embodies the commitment of SECID to strengthen its Member Institutions' capabilities to become more involved in international development activities. This commitment is fundamental to SECID's formation as a consortium and is mandated as a high priority activity by the Board of Trustees.

Historically, this office has assisted Member Institutions in a consulting capacity, providing assistance in securing project opportunities for their faculty members and funding in support of their institutional programs. More recently, SECID has also created some direct mechanisms for enhancing Member Institutions international development potential. The following five programs exemplify SECID's involvement in these areas.

Strengthening Grant Consultancy Program

During Fiscal Year 1979-80, SECID arranged a network of volunteer consultancies and workshops to assist Member Institutions in conceptualizing and writing proposals to submit for BIFAD Title XII Strengthening Grant funding. The 1890 Land Grant Institutions are eligible for non-matching grants of \$100,000 per year for five years. The 1862 Land Grant Institutions, as well as the 1890 institutions, are eligible for matching grants of \$100,000 per year. Consistent with SECID's purpose, these grants are used to enhance university capabilities to provide in-



ternational development assistance. Nineteen of SECID's twenty-nine eligible institutions have received BIFAD Title XII Strengthening Grants. In some cases universities have received both matching and non-matching grants. The Office of Strengthening Programs will continue to assist the remaining eligible institutions in securing these grants.

BIFAD Registry of Institutional Resources Assistance Program

During Fiscal Year 1980-81, the Office concentrated on another form of advisory assistance: helping universities complete forms for the BIFAD Registry of Institutional Resources (RIR). The RIR is an information file which catalogues the skills available in U. S. universities and their staffs to carry out U. S. foreign

assistance programs—emphasizing agriculture, natural resources, nutrition and rural development. We have focused our efforts on offering assistance to universities in completing the lengthy and complex RIR forms. This Office has provided on-site consultations and has produced a technical manual which provides guidance in the completion of the forms.

Rostering System

In addition to facilitating institutional rostering with BIFAD, the Office of Strengthening Programs has continued its own rostering program. A Resource Center houses a collection of literature from Member Institutions documenting the outstanding strengths of each institution in terms of potential contributions to development projects.

This Office also developed and maintains a Roster of current curriculum vitae on interested faculty and staff at Member Institutions. Our coded Roster aids in the identification of individuals for positions on future SECID teams.

The Student Internship Program

A major constraint to overseas technical assistance efforts is the shortage of individuals possessing the requisite overseas experience, language, and technical skills. One experiment employed by SECID to meet this need is to place undergraduate and graduate students as interns at the USAID Mission in Haiti. Two students from SECID Mem-

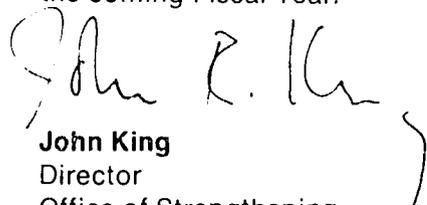
ber Institutions interned with the USAID Mission in Port au Prince, Haiti, during the 1982 Fall semester. The scope of this program may be expanded as additional countries are identified.

SECID Program Development Grants

In November 1981, SECID initiated its Program Development Grants. Member Institutions can qualify to receive these grants by submitting proposals which specify how they intend to become involved in program development activities. The grants are small and are intended to provide "seed money" which will enable Member Institutions to explore various prospects for new SECID projects.

The Office of Strengthening Programs also houses SECID's Center for Women in Development, a program which seeks to increase the involvement of women from the United States and developing nations in international development.

The Office of Strengthening Programs remains committed to these programs, which permit greater involvement of our Member Institutions in overseas assistance programs. We look forward to continued service to SECID's Member Institutions in the coming Fiscal Year.



John King
Director
Office of Strengthening
Programs

Office of Strengthening Programs

Center for Women in Development

The Center for Women in Development was established in May 1980 with funding from AID's Office of Women in Development. The activities of the Center focus on facilitating the involvement of women in the development process—both as agents and beneficiaries. The Center takes two approaches:

- seeking opportunities for increased involvement of women at SECID Member Institutions in all stages of the development process; and
- promoting an approach to development which effectively takes into consideration the socio-economic consequences of development activities with respect to women in developing countries.

Generating Awareness

During its first year of existence, the Center concentrated primarily on organization and education—conducting seminars and conferences; publishing a newsletter; compiling a roster of potential development workers among faculty members and students at SECID institutions; and serving in an important advisory capacity to SECID Member Institutions. These activities have been effective initial steps towards the Center's primary goal of increasing the participation of faculty at SECID's Member Institutions in every facet of international development—in research, in designing programs, in project implementation, and in evaluation.

International Fellowships in Technical Assistance

In 1981 the Center established an International Fellowship Program to give junior faculty members and graduate students at SECID institutions the opportunity to apply their skills in an international setting. The program responds to several critical needs in the area of women in development, by 1) increasing opportunities for women to gain international experience; 2) advancing important WID issues via a balanced approach of research and direct participation in community development activities; and 3) integrating WID approaches and concerns into existing SECID projects. Five participants were chosen to work during the 1981-82 academic year in Kenya, Nepal, Bolivia and Brazil. A committee of representatives from Member Institutions reviewed proposals from a range of development-related disciplines. Proposals were selected on the basis of their potential for adapting domestic skills, research tools, and experience to another culture; and on the basis of their potential applicability to future development strategies. Emphasis was placed on proposals which promised to utilize indigenous definitions of needs, constraints, and solutions. Involvement with local women's organizations, community groups, and SECID project activities (where applicable) was also seen as an important component of the fellowships. These activities were funded by SECID.

Below are listed the women who participated in the program in 1981-82:

Deborah Bender, Assistant Professor in Duke University's Department of Community and Family Medicine, spent twelve weeks in Bolivia. Her fellowship supported her role as Assistant Director for Program Development for Duke's Andean Rural Health Project, and focused on training women in disease prevention and health promotion. Carol Cooper, graduate student in Adult Continuing Education at Virginia Tech, and Debra Davidson, graduate student in Applied Anthropology at the University of North Carolina-Chapel Hill, began their four-month fellowship in Nepal in January 1982. Ms. Cooper and Ms. Davidson investigated factors involved in women's motivation and their opportunity for training and employment in resource management. Sarah Foster, Assistant Professor of Sociology at Florida A&M University, spent seven weeks in Kenya studying the functions and organization of women's groups in Vihiga Division. She also observed and assisted workshops held by three SECID technicians on the construction and use of solar vegetable dryers. Nancy Scheper-Hughes, Assistant Professor of Medical Anthropology at the University of North Carolina-Chapel Hill, worked in Brazil, where she examined the problem of high infant mortality rates among women in developing countries. Dr. Scheper-Hughes conducted her fieldwork among working mothers in a settlement in north-east Brazil, where she had served as a Peace Corps volunteer in the mid-1960's.

Center For Women in Development

Funding Level:

\$257,000

Contract Duration:

May 1980-September 1983

Lead Institution:

SECID

Representatives:

Virginia Caples, Alabama A&M University
Alpha Jones, Alcorn State University
Samia Spencer, Auburn University
Earlene Rupert, Clemson University
Eva Adams, Delaware State College
Jean O'Barr, Duke University
Ray Shackelford, Florida A&M University
Dorothy Conteh, Fort Valley State College
Jack Spurlock, Georgia Institute of Technology
LaDonna Geddes, Kentucky State University
Jean Manning, Langston University
Joyce Townsend Dinke, Lincoln University
Mary Futrell, Mississippi State University
Alfreda Webb, North Carolina A&T University
Risa Ellovich, North Carolina State University
Eloise Murray, Pennsylvania State University
Ivory Nelson, Prairie View A&M University
Elizabeth Heilman, Research Triangle Institute
Lillie Glover, South Carolina State College
Bernestine McGee, Southern University
Hazel Jackson, Tennessee State University
Eloise Carter, Tuskegee Institute
Martid King, University of Arkansas-Fayetteville
Esther Glover, University of Arkansas-Pine Bluff
Helen Safa, University of Florida
Jane Rhoden, University of Georgia
Susan Abbott, University of Kentucky
Karen Rawling, University of Maryland-College Park
Lillie Monroe Lord, University of Maryland-Eastern Shore
Roberta Dunbar, University of North Carolina
Marla Peterson, University of Tennessee
Mary Rojas, Virginia Polytechnic Institute & State University
Julia Miller, Virginia State University

The success of these first five Fellows has led to a continued emphasis on this type of program in the year ahead. The name "International Fellowships in Technical Assistance" reflects the professional—rather than pre-professional—orientation. The program

will provide in Fiscal Year 1982-83 seven to nine overseas fellowships which will have durations of three to five months. Findings of the Fellows, in the form of monographs and multi-media presentations, are published and distributed by the Center.



The Center on Campus

The Center is directly involved on SECID campuses in several capacities. In Fiscal Year 1981-82, the Center sponsored faculty forums at SECID schools. The forums addressed methodological approaches and implications for women in development studies; the role of women in rural development; and integrated approaches to community development. The Center also sponsors campus initiatives which address issues of rural U. S. women, but which also have international implications. A conference at Virginia Tech on U. S. farm women initiated the Center's involvement in this area. Other ad hoc seminars, such as an introductory session on international women's issues held for faculty members at the University of Maryland at Eastern Shore, are also supported by the Center.

The SECID Program Development Grants, a separate program administered by the Office of Strengthening Programs, provides another avenue for direct Center involvement at Member Institutions. The grants may be used to enhance women in development interests on campuses. For example, Virginia Polytechnic Institute and State University has been awarded a SECID Program Development Grant to help create an Office of Women in Development for research, training, and curriculum support.

Faculty members at SECID's Member Institutions serve as representatives to the Center. These thirty-three representatives directly link the Center with each institution, ensuring that the Center's activities are responsive to the needs of its constituency. A six-member Advisory Committee meets four times a year to establish guidelines for coordination and future programming.

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Special Ecology Nepal—Resource Conservation

The people and the project, as seen through the phylogenetic eye of Carol Debra Davidson, and Don Klesserschmidt



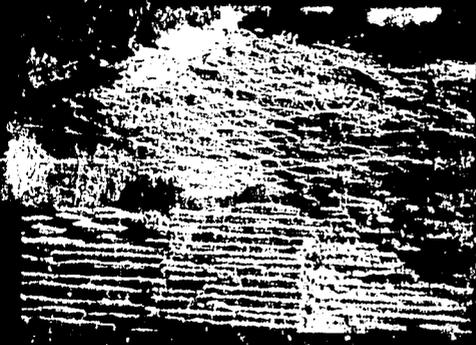
Special Commentary

*"Overly ambitious."
"Too complex."*

These were tags applied by some reviewers during deliberations leading to the eventual approval and funding of the Resource Conservation and Utilization Project (RCUP) in 1980.

This \$32,500,000 project—jointly funded by USAID and the Government of Nepal—is indeed ambitious and it is certainly complex. However, as the project design team pointed out, so is the problem of a rapidly deteriorating renewable natural resource base in a country where 93% of the population relies directly on the land for food and where 87% of all energy consumed comes from wood.

From the article, "Nepal's Environmental Struggle", by Mark Freeman



Sixty percent of Nepal's population lives in the hills and mountains. The majority of these people (eighty percent) cultivate an average of 0.4 hectares of land. Since 0.6 hectares of land is considered in Nepal to be the minimum from which an average family can subsist, most of the hill population is

forced to supplement their income with livestock rearing, migration, trading, and some cottage industry. These people are precariously dependent on their natural environment and any negative change in that environment is critical to their survival.

The Himalayan ecosystem is affected by a number of variables. The steepness of the terrain, the tectonic instability of the area, the monsoon, as well as the relatively young age of the mountains all contribute to the erodibility of the slopes and result in a natural weathering process. When the human factor is interjected into this natural process, the ecological balance is seriously affected. As the human population has expanded in the hills, forests have been depleted or degraded. The water retaining capacity of natural vegetation has been reduced and run-off has increased in both quantity and speed. A negative spiral has resulted in which deforestation and the use of inappropriate agricultural techniques on unsuitable land have led to different forms of soil erosion and ultimately to the loss of cultivable land.

From RCUP Project Paper





Since environmental degradation involves several different factors, solutions must be attempted by several different means—education, providing interrelated interventions, promoting institutional change, and in encouraging new patterns of decisionmaking at the village level. RCUP was designed in recognition of these complexities and provides this wide range of approaches.

From August 1981 Biannual Report to AID





The solutions to the crisis cannot be generalized due to the specificity of local and regional differences; however, one common factor in dealing with the problems Nepal faces is the vital role women play within the system.

Reflected throughout the project activities is the mandate of both the Government of Nepal and USAID to involve the participation of local women as well as men, and to better the conditions of women in Nepal.







The villagers themselves, given the opportunity to speak and act in their own way, are the best judges of what will and will not succeed and how best to manage development inputs.

Don Messerschmidt, from a review of "Life Among the Magars"





Females and males travel every day to collect grasses and leaves for their tethered livestock. This cutting, as well as unwise grazing practices of untethered animals places a great demand on the natural resource base. An average hill family requires five cubic meters of wood annually for their cooking needs and fifteen tons of fodder for their animals.

From a Fellowship presentation by Debra Davidson and Carol Cooper





The SECID design team and their Nepali colleagues devised several means of ensuring the active participation of the rural population in planning and carrying out the activities of the project. Extension activities are oriented toward village-level beneficiaries, whose future resource management practices will determine the ultimate success of the project. Nepali technicians of appropriate socio-economic backgrounds are being selected to carry out these extension activities. Conservation initiatives are integrated into the existing panchayat system to guarantee community participation. Committees and conservation groups are formed at the catchment and panchayat level to promote extension and education programs in efficient conservation practices.

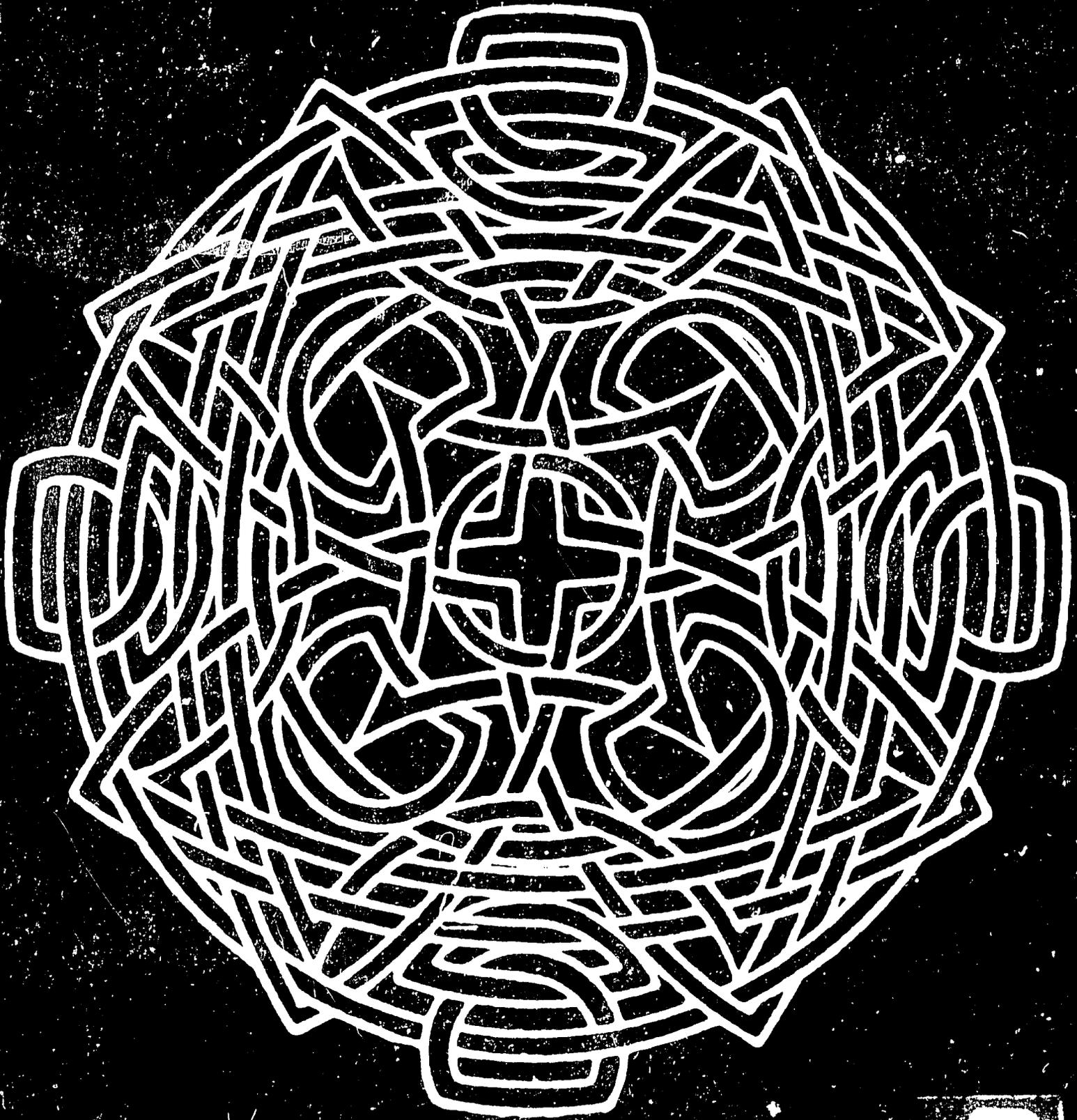




The ability of His Majesty's Government to lead this complex project, AID's ability to support such an effort, and SECID's ability to provide the required technical inputs are being tested. Can His Majesty's Government harness its governmental mechanisms to accomplish RCUP objectives? Can useful inter-governmental mechanisms be established and sustained to facilitate coordination and cooperation? Can effective approaches be pioneered to gain meaningful villager participation? These are questions which are addressed by all those implementing this project. RCUP is a major case study in organizing a developing nation's financial resources and leadership to combat a serious national problem.

From August 1981 Biannual Report to AID

Office of Education and Training



Office of Education and Training

Director's Letter

The Office of Education and Training is that branch of SECID concerned with projects where formal education and training is the primary component of the development activity. Educational projects relate to developmental efforts at the primary, secondary, technical, and university levels. They may focus on efforts to strengthen one component (a College of Agriculture or the Educational Planning Division of a Ministry) or sectorial improvements (secondary education or vocational education) to enhance the capacity of a total system to fulfill its educational mission. Training projects fall under the aegis of this Office when they primarily involve the acquisition of skills or knowledge at a formalized educational or training facility. Such training includes degree and non-degree programs, technical, and academic courses and are of short or long duration. Educational and training activities may take place in the United States, the sponsoring country, or in third countries with appropriate training facilities.

In the past, training was a central focus of this office, which was formerly known as the Office of Training Programs. With the



completion of the AID Participant Training Contract, we are taking the opportunity to place training in the perspective of overall educational development. The change of the office's name to the Office of Education and Training reflects this shift. We look forward to providing technical support and project services within a broader framework which more closely integrates educational development and training.

Currently, the Office of Education and Training administers programs in Kenya (the Egerton College Expansion Project) and in Zaire (the Agricultural Economic Development Project), both of which involve development of educational institutions and academic training. This Office is also completing the final phase of its five year contract with the Office of International

Training, Agency for International Development, to provide program design, placement, and administrative support services to AID-sponsored participants from many countries in the developing world. During this period SECID has gained a wealth of knowledge and experience in all facets of training as a result of its activities in support of more than 600 participants under this program alone.

With respect to program development, activities in Fiscal Year 1982-83 will concentrate on two main areas. First will be to make available to AID Missions, host country governments, and private entities our considerable skills in administering participant training programs. We believe that SECID can provide high quality contractor services at very competitive prices. Second will be to expand the number of educational projects which this Office implements for sources of funding such as AID and the multi-lateral development banks. Particular emphasis will be placed on agricultural education and educational planning projects, since these types of activities utilize major strengths of our Member Institutions.

Robert Gurevich
Director
Office of Education and Training

Office of Education and Training

Kenya—Egerton College Expansion

Funding Level:

\$10,240,000

Contract Duration:

July 1979-June 1984

Lead Institutions:

Mississippi State University

Virginia State University

Home Campus Coordinator—Technical Services:

Dear Bunch, Mississippi State University

Home Campus Coordinator—Participant Training:

Huey Battle, Virginia State University (until March 1982)

Richard Dunn, Virginia State University (since March 1982)

Chief-of-Party:

Charles Whyte, Virginia State University

Procurement/Administrative Officer:

Horace Corley, Mississippi State University

Project Team Members:

Emmanuel Acquah, Agricultural Economics, Virginia State University
Mary Ann Bailey², Library Science, Virginia State University
Udai Bishnoi, Agronomy, Alabama A&M University
Jean Bunge², Home Economics, Mississippi State University
Maggie Carlton, Forestry, Mississippi State University
Muhammad Choudhry, Food Technology, Mississippi State University
Winfrey Clarke², Agricultural Extension Education, Virginia State University
Lucy Hammond, Home Economics/Community Development, University of Kentucky
Alan Ingling³, Veterinary Medicine, University of Maryland
Leon Johnson², Soil Science, Pennsylvania State University
Linda Karr², Educational Media, Mississippi State University
Robert Karr², Range Management, Mississippi State University
Mary Katherman³, Plant Pathology, Mississippi State University
Anthony King, Agricultural Engineering, SECID
Michael Kizer, Civil Engineering, North Carolina A&T University
David Kuntz, Range Management, Virginia State University
William Laakonen², Agricultural Engineering, SECID
Wilbur Mack³, Agricultural Engineering, Florida A&M University
Kailash Mathur², Home Economics/Nutrition, South Carolina State University
Neil McAlpin, Horticulture, Tennessee State University
Raymond Morton¹, Animal Science Education, Pennsylvania State University
John Poigreen, Agricultural Engineering, Virginia State University
Willard Robinson³, Entomology, Mississippi State University
Irving Russell², Agricultural Economics, Langston University
Neville Russell, Veterinary Science, Tennessee State University
Daniel Waddle², Mechanical Engineering, Virginia Polytechnic Institute & State University
Barbara Wright², Early Childhood Education, Florida A&M University
Charles Wright², Civil Engineering, Florida A&M University.

¹ Until March 1982

² Until August 1982

³ Until December 1982

Egerton College Expansion Project

This five-year technical assistance and training effort—now in its fourth year—assists the Government of Kenya in expanding and upgrading the diploma granting capabilities of this agricultural training center. The project strategy involves the provision of faculty from SECID Member Institutions to serve as teaching staff at Egerton, so that Egerton College staff can be released to participate in advanced degree programs in the United States.

Egerton College

Agricultural development has long been a focus of Kenya's national development plans. Since independence in 1960, the Government of Kenya has brought about a shift from reliance on expatriate person-



nel to the utilization of Kenyan citizens to meet technical manpower needs. Egerton College has served this traditional emphasis on training for agricultural progress since it was established on 160 acres of donated land in 1939. Forty-three years later, this government-funded training and research institution includes among its facilities a four hundred hectare demonstration farm for training extension workers and conducting experiments; a commercial farm administered by the Department of Economics which generates revenue for the College while providing hands-on training in crop and livestock management; dairy facilities; a food technology complex; and a horticultural research station. Through a three-year program of academic and practical training, Egerton College produces skilled teachers,

extension workers, and administrators for employment in the Ministry of Agriculture, as teachers in the secondary schools, and as technicians in the private sector.

The SECID Team at Egerton

During the 1981-82 academic year, a total of twenty-eight technicians from twelve SECID Member Institutions were resident at Egerton College to undertake teaching and administrative responsibilities. Seventeen of these technicians completed their two-year tours of duty in March, August, and December 1982. Two new technicians, Maggie Carlton and David Kuntz, began two-year assignments in August 1982 to teach Forestry and Range Management, respectively. With these additions, a total of thirteen SECID technicians were at Egerton at the start of 1983.

The SECID team at Egerton, led by Chief-of-Party Charles Whyte from Virginia State University, represents over thirty specializations in agriculture, home economics, engineering, education, and administration. In addition to classroom and practical instruction, their duties include advising students, conducting research, providing technical and consultative assistance in their fields of specialization, performing extension activities, participating in committees and student organizations, improving curricula and teaching materials, and giving technical assistance to physical expansion activities.

Teaching, including field practicals, was carried out by team members in ten departments in the following program areas:

- home economics
- agricultural education and extension
- soil chemistry
- range management
- soil and water engineering
- farm machinery
- agricultural economics—farm management
- animal science
- animal health and veterinary medicine
- agricultural biology
- dairy and food technology
- crops and horticulture

Participant Training for Forty-Eight Kenyans

The collaboration between SECID and the Government of Kenya makes it possible for Kenyan teaching and administrative staff to receive advanced training in the United States at SECID member universities. A major component of the project is addressed to designing and supervising training programs for the forty-eight Kenyans



who have participated in long-term U. S. training to date. These participants are drawn from every discipline in Egerton's curriculum, as well as from administrative areas. They are enrolled in undergraduate, master's and doctoral programs in order to upgrade their teaching and administrative capabilities. By the end of 1982, eleven participants had returned to resume their positions at Egerton College.

Through their research work, master's and doctoral level participants demonstrate a concern for the specific problems faced by Kenya's agricultural sector. While all the research projects utilize methodologies which are directly transferable to continuing research in Kenya, many are specifically addressing that country's agricultural conditions. In cases where the greatest benefits may be derived from actually conducting research in Kenya, participants have been authorized to return for several months for that purpose.



Zaire—Agricultural Economic Development

Funding Level:
\$615,381

Contract Duration:
May 1978-August 1983

Lead Institution:
University of Georgia

University Training Coordinator:
Glenn Ames, University of Georgia

University Research Advisor:
Fred White, University of Georgia

Chief-of-Party:
Jack Thompson, Agricultural Economics, University of Georgia

Zaire—Agricultural Economic Development

In the past year, the Zaire Agricultural Economic Development Project has moved into its final stage. This AID-sponsored project is designed to assist the Government of Zaire in its long-term effort to upgrade the professional staff of its Ministry of Agriculture. Over the course of this five-year project, approximately twenty-four Zairois students will complete their U. S. training at the Master's or PhD level in such disciplines as agricultural economics, business administration and agricultural statistics. The U. S. Department of Agriculture and SECID—with the University of Georgia as Lead Institution—collaborate in program design, placement, guidance and administrative support activities for these participants.

University Training Coordinator Glenn Ames and his staff are responsible for program design, placement, and academic monitoring. The University Research Advisor, Fred White, ensures that these topics are aligned with the specific needs of the Zairois ag-

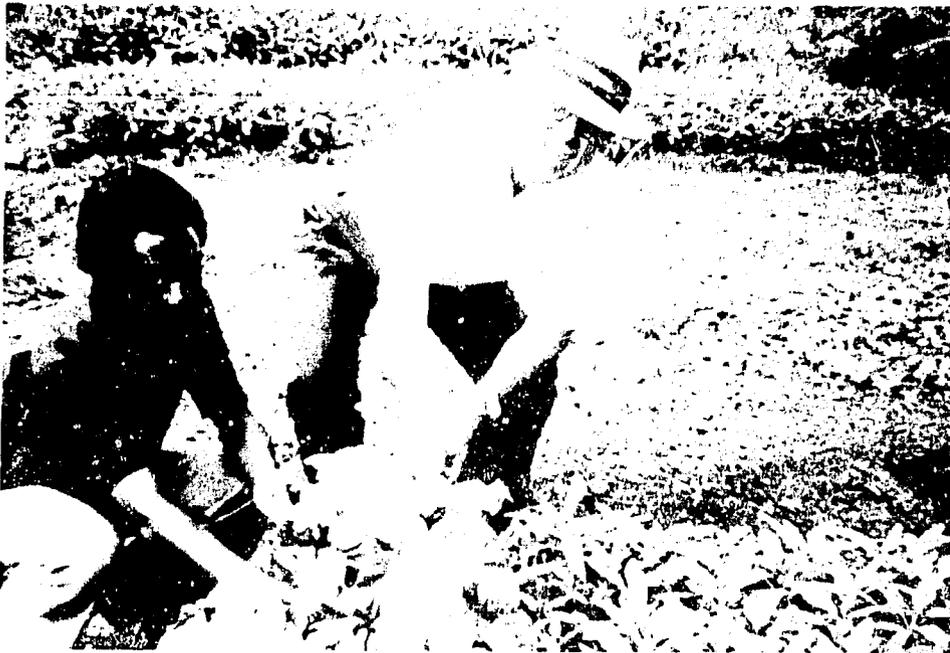
ricultural sector. With input from the participants' academic advisors, Dr. Ames and Dr. White publish quarterly and annual reports which are submitted to the Ministry of Agriculture in Zaire and distributed to collaborating SECID Member Institutions and USDA. James Gulley of USDA's International Training Division works closely with Dr. Ames in participant placement and oversees the administrative aspects of training activities.

During the past five years, twenty-four Zairois students have been placed at the University of Georgia, the University of Kentucky, Alabama A&M University, the University of Florida, Atlanta University, Virginia State University, and North Carolina A&T University. As of December 1982, three participants were completing coursework in the U. S.

Thesis and Dissertation Research

A unique feature of these training programs is that—at the completion of their academic studies—the participants return to Zaire to conduct their research and prepare their theses or dissertations. This approach is more expensive than typi-

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cal training programs, with respect to travel costs, but it yields major reference materials for Zairois educators and policymakers on agricultural conditions in the country. By the completion of the project, the participants will have resumed their staff positions in the Ministry of Agriculture's Sections of Economic Analysis, Comprehensive Economic Planning, Project Development and Evaluation, Planning, Management, and Budgeting.

At this point the focus of the project has shifted to Zaire. By the end of 1982, four students had completed all degree requirements and returned to the Ministry of Agriculture. Students are collecting data and preparing theses or dissertations in Zaire under the supervision of Dr. Jack Thompson. Dr. Thompson began an eighteen-month assignment in Kinshasa in September 1981 to ensure that suitable research reports are completed in fulfillment of graduate committee requirements.

In addition, the students in Zaire benefit from supervision by their thesis advisors. One faculty advisor has already visited his student in Zaire. Four other advisors are expected to travel to Zaire in early 1983 to guide their students' progress.

The research topics selected by the Zairois students have been developed from their interests in various commodity programs, research priorities of the Zairois Ministry of Agriculture, and from lists of topics developed by Dr. Ames and Dr. Thompson in the early years of the project. As a result, there is a great amount of continuity and complementarity in the research activities of the Zairois students.

The participants' research topics have addressed major concerns of the agricultural sector in the management, marketing, production, and transportation of such commodities as rice, cotton, maize, peanuts, palm oil, and vegetables.

Other theses have focused on the economics of providing nutritionally adequate diets to low income urban populations in Kinshasa, and the establishment of poultry enterprises in Zaire. The output of this research should make an important contribution to the understanding of agricultural production and marketing policy in Zaire.

AID Participant Training

Since 1977, SECID's Office of Education and Training (formerly the Office of Training Programs) has designed programs for or administered the training programs of 661 students from developing nations. At the beginning of Fiscal Year 1982-83, this Office was managing the programs of 182 participants from 42 nations in Africa, Asia, Latin America, and the Middle East. Their training, and the training of the remaining participants who have already completed their U. S. studies and returned home, was carried out at eighty-five colleges and universities in SECID's seventeen-state area.

The factor which distinguishes AID participants from other foreign nationals coming to the United States for academic study or technical training is that these participants are selected jointly by officials of their government and by AID Mission personnel to be trained for a particular position or in skills which are needed to further the country's development. Generally, participants come from government, industry, or the academic world and are already practicing in their professions. Because the students are professionals rather than pre-professional, they tend to have a firmer sense of the way in which their training should be directed to

AID Participant Training

Funding Level:

\$11,362,800

Contract Duration:

September 1977-February 1983

Lead Institution:

SECID

Project Director:

Colden Murchinson (until October 1982)

Robert Gurevich (from October 1982)

Project Team Members:

Pamela Cheek, Assistant Program Officer

Ann DeSimone, Assistant Program Officer

Elizabeth Earle, Assistant Program Officer

Daniel Gerber, Assistant Program Officer

(until August 1982)

Barbara Fairley, Assistant Program Officer

Carolyn Marlow, Fiscal Officer

Victoria Davis, Assistant Fiscal Officer

Rose Edwards, Administrative Assistant

their professional activities when they return home. The trainees represent an investment in the areas that the home-country governments have identified as targets for development. SECID recognizes the special characteristics of the trainees and has designed programs with those characteristics clearly in mind.

Within SECID's geographic region are several hundred possible training sites. Short courses, workshops, practical programs, and specialized non-degree training are all examples of special programming which has been used to supplement standard degree training. Before each training program begins, concurrence is obtained from the sponsoring agency so that there is complete agreement that the program meets the objectives as envisaged by the agency.

The Assistant Program Officers have coordinated these individual training programs in cooperation with the participants' academic advisors. These SECID staff handle the

managerial, counseling, communication, and fiscal tasks involved in monitoring and administering participant training programs.

The monitoring process begins when the participant arrives in the U. S. and continues throughout his training. This process includes several stages:

Orientation

To provide participants with an introduction to the U. S., to their sponsoring agencies and their respective universities, SECID staff design and/or coordinate four types of orientations: cultural, administrative, academic, and university life. After completing these orientations, participants are well prepared to cope with the demands of their respective programs.

Program Oversight

Academic monitoring is conducted through continuing telephone and written communications with the participant and the academic advisor. A toll-free number is available for participants to call their Assistant Program Officer at any time, assuring that advice can be obtained rapidly without burdening participants financially.

The most meaningful link with participants has been the university site visit. On a regular basis, each participant is visited by an OET staff member. These visits are essential in obtaining an in-depth understanding of the status of the participant in the context of his training environment. Meetings with participants, academic advisors, foreign student officers, and other university officials have provided SECID with the opportunity to assess academic progress and cultural adjustment, to identify problems which may not have been articulated previously, and to gain a first-hand understanding of both



the capabilities and limitations of the particular institution as a training site.

Financial Management

An individual budget is developed for each participant at the program design stage. These budgets are developed by the contract Fiscal Officer, based on detailed input from the Assistant Program Officers. As with program design, approval of the budget is sought from the sponsoring agency or Mission at the start of the program and whenever significant program modifications occur.

Debriefing

At the completion of a participant's training, an exit interview is conducted to gain the participant's evaluation of the total program and the relationship with OET. This information creates an avenue for follow-up activity once the participant has returned home, provides valuable input for OET staff in evaluating their own effectiveness in implementing the participants' programs, and provides guidance in the development of future participant training activities.

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**We had better be
without gold than
without trees**

**A growing tree is
a living symbol of a
progressive nation**

*Sri Lanka
Forest Department Signs*



Office of Resource and Environmental Management



Office of Resource and Environmental Management

Director's Letter

The alarming effects of increasing human populations in the developing countries on the maintenance and good husbandry of their renewable natural resources have been well documented. The pressures placed on the soils, rangeland, watersheds, forests, and coastal zones by burgeoning populations create related problems in nutrition, health, water supplies, and economic well-being. The function of the Office of Resource and Environmental Management is to involve SECID's member institutions in activities designed to assist the people of the developing countries to cope with these environmental problems. The essence of this involvement is educational, either through explicit training or, implicitly, through the transfer of technology in the form of project-related management and scientific assistance. The ramifications of these activities concern not only the conservation and renewal of the resources but also involve social, cultural, and political disciplines. Inevitably, attempted solutions to the problems must impact on people and their use of, and dependence on, their natural resources. Projects managed through the Office of Resource and Environmental Management are thus ideally suited to the multiple disciplines and extensive resources of our consortium.



The Office of Resource and Environmental Management in Fiscal Year 1981-82 continued its management of three USAID country projects in Nepal, Sri Lanka, and the Seychelles, and the continent-wide project, Environmental Training and Management in Africa (ETMA). The Sri Lanka Reforestation and Watershed Management project gathered momentum during the year with the arrival of the Chief of Party in Colombo and the first full year's activities by the technical consultants. The projects in Nepal and the Seychelles are noteworthy for their steady mid-term progress towards achieving their objectives and remaining on schedule. The ETMA project underwent a mid-term review by USAID which was favorable to SECID although it led to some

realignment of the project management with increasing responsibilities for the Office of Resource and Environmental Management. These projects are described in detail in later sections, but grateful acknowledgement is made at this point of the personnel of the universities participating in these projects for their diligence and commitment to the projects.

The goals of this office for the coming year include the vigorous pursuit of program development to enhance the opportunities for our member institutions to engage in international development work. Observations in developing countries indicate there is so much more still to be done, while economic conditions at home are becoming more stringent. Consequently, we will widen our sources of aid to include the development banks and United Nations agencies such as the Food and Agricultural Organization while still relying heavily on USAID. Future plans must also include greater cooperation and participation with private enterprise and the private foundations.

Graham Brister
Director
Office of Resource and
Environmental Management

Office of Resource and Environmental Management

Environmental Training and Management in Africa

Funding Level:

\$8,664,000

Contract Duration:

September 1980-September 1985

Lead Institutions:

Alabama A&M University

Clark University

University of North Carolina at Chapel Hill

Home Campus Coordinators:

Onuma Okezie, Alabama A&M University

Richard Ford, Clark University

Daniel Okun, University of North at Chapel Hill

Regional Coordinator for East Africa:

Richard Ford, Natural Resource Management, Clark University (until August 1982)

Verrion Gilbert, Natural Resource Management, SECID (from October 1982)

Regional Coordinator for West Africa:

Julien Engel, Public Administration, SECID

Environmental Training

The Environmental Training Program establishes training activities of two types: namely, skills enhancement seminars, which provide specific technical solutions to environmental problems, and programs which increase awareness of environmental issues. All programming activity is conducted in collaboration with host country institutions, thereby enhancing their capability to continue such environmental training on their own while producing a cadre of professionals qualified to provide environmental information to planners and policy makers.

Three basic training formats are included:

- National or regional short-term seminars to sensitize government officials and technical personnel on major environmental issues and the means by which they may be addressed.
- Medium-length courses (two to six weeks long) for selected technical personnel, policy implementors, and extension personnel. The courses, blending local case study with theory and practice, are based on three themes: techniques of environmental impact assessment; environmental monitoring; and environmental aspects of industrialization.
- Long-term individual training (for an average of six months) conducted primarily at African institutions, for qualified government and university personnel.

Environmental Training and Management in Africa

The AID Missions in Africa which are engaged in environmental projects typically focus on immediate environmental action programs, either directly or as an integral part of broader development projects. The Environmental Training and Management in Africa (ETMA) Project provides a necessary balance in environmental issues and long run institutional development. The project was designed by the co-lead institutions of Clark University and the University of North Carolina at Chapel Hill. The design phase spanned the period September 1978 to May 1980, and included field visits to twelve countries in Africa which had expressed interest in environmental training. The implementation phase began in September 1980.

The project provides professionals, at the request of African governments and USAID Missions, to work with African government agencies, regional organizations, and educational institutions in the development of specific programs. Participants in ETMA activities are drawn from African administrators, policy planners, educators, technicians, and research personnel.

Broadly stated, the project is designed to strengthen African institutional capabilities to improve their environmental information base, identify priority environmental problems, and monitor environmental trends. Technical assistance is provided through two channels—the environmental training program and the resource management program.

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Resource Management

The resource management component of the ETMA Project grew out of prior work done by Clark University in four countries in East and Southern Africa. This program provides technical assistance and training in Kenya, Tanzania, Sudan, and Rwanda to address environmental issues such as:

- increased soil productivity
- woodland resources development to meet local energy needs
- availability of potable water
- rural health and environmental monitoring
- resource mapping and data analysis
- natural resource planning

Resource management activities have begun in Kenya with the National Environment and Human Settlements Secretariat, in Sudan with the Institute of Environmental Studies at the University of Khartoum, and in Tanzania with the Bureau of Resources Assessment and Land Use Planning at the University of Dar es Salaam.

A major philosophy of ETMA programming strategy is to work in cooperation with local institutions and to fully incorporate the skills of African scientists and educators in planning, in instructional teams, and in resource management sub-projects. This approach strengthens host country institutions' capacities to conduct environmental programs, ensures the relevance of seminar topics and case studies to environmental priorities as perceived by the host countries, and provides the credibility of local specialists.

Ultimately, the success of the project will be measured in terms of its impact on national policy with respect to resource use and environmental management. One specific

quantitative measure of long-range impact will be the creation of new institutions with specific resource management responsibilities within the governments and the expansion of existing institutions to incorporate greater attention to resource management issues.

Nepal—Resource Conservation and Utilization

Some 240,000,000 cubic feet of Nepal's land are being carried away annually by the country's rivers and tributaries. Throughout the hill region, where two-thirds of the population resides, forests are being destroyed to supply firewood, timber, and arable land. Current land use practices cause widespread soil erosion and landslides.

In 1979 SECID was selected by AID and His Majesty's Government of Nepal to assist in designing the Resource Conservation and Utilization Project (RCUP) to address these environmental concerns. The design phase of this Title XII project, which involved a multi-disciplinary team from nine academic and research centers, was completed in May 1980. The comprehensive fifteen-year strategy generated by the design team—including components of resource management, training, and institutional development—serves as the basis for the implementation phase which began in July 1980.

Jan Briede (top left) at Mustang Sheep Herders' Meeting, Kalo Pani Village, May 1982



Resource Management

The RCUP plan incorporates a wide range of sub-projects in Nepal's Gorkha, Mustang, and Myagdi Districts. Among the activities undertaken during Fiscal Year 1981-82 are the following:

- constructing nurseries and silviculture research plots
- developing improved range and pasture management practices
- constructing drinking water and irrigation facilities
- introducing a new fuel-efficient version of a traditional Nepali woodstove
- conducting surveys, inventories, and mapping to facilitate RCUP planning and assessment
- demarcation and replanting of flood plain land
- installing physical and vegetation barriers for gully control
- improving roads, slopes and trails
- establishing a network of weather stations to supply data for RCUP planning
- constructing catchment ponds and fish ponds for watering livestock, reducing soil slippage, and providing a food source
- training Junior Technicians and Junior Technical Assistants in range/pasture management
- distributing forage crop and fodder tree seedlings
- distributing "minikits" of vegetable and cereal crop seedlings to encourage farmers to use better varieties and practices
- conducting horticultural research trials to test integrated cropping systems, alternative rotations, and feasibility of different varieties of food crops
- opening livestock sub-centers for animal health services such as vaccination, disease treatment, castration, and salt block distribution

Nepal—Resource Conservation and Utilization

Funding Level:

\$20,844,000

Contract Duration:

July 1980-January 1986

Lead Institutions:

Duke University
Virginia Polytechnic Institute & State University
Western Carolina University

Home Campus Coordinators:

Gerald Stairs, Duke University (until August 1982)
Benjamin Jayne, Duke University (from August 1982)
Howard Massey, Virginia Polytechnic Institute & State University
Merton Cregger, Western Carolina University

Project Team Leaders:

Mark Freeman, Public Administration, Western Carolina University (until December 1982)
Gerald Richard, Soil Science, USDA (from January 1983)

Project Team Members:

Robert Adams, Natural Resource Training Administration, Virginia Polytechnic Institute & State University
Dan Amos, Soil and Water Conservation, Virginia Polytechnic Institute & State University
Jan-Willem Briede, Range/Pasture Management, Duke University
John Davenport, Civil Engineering/Hydrology, Virginia Polytechnic Institute and State University
William Hart, Training Administration, Duke University
Robert Kudlacek, Procurement Administration/Office Management, SECID
John Lamb, Civil Engineering, USDA
William Leuschner, Resource Management, Virginia Polytechnic Institute & State University
Kerry Livengood, Resource Economics, Duke University
Donald Messerschmidt, Rural Sociology, Washington State University
Gerald Richard, Soil Science, USDA
Gary White, Hydrology/Meteorology, Western Carolina University.

- setting up a bio-gas rice mill, husker, and oil expeller
- introducing solar dryers, solar water heaters, windmills, bio-gas units, and other alternative energy technologies

Institutional Development

Acute manpower shortages exist at all professional levels within the government. A major component of the RCUP is directed to the selection and training of Nepalese professionals in the technical and supervisory skills required to carry out resource management programs. A training plan addresses

in-service training needs, entry-level program requirements, and short-term and long-term training abroad. A total of forty-nine participants from several government agencies will receive advanced degree training in the United States, and sixty-three middle and high level Nepalese officials will receive specialized training in short-term study and observational tours. At the end of Fiscal Year 1981-82, seventeen participants were full-time graduate students at U. S. universities, and four participants had successfully completed their U. S.



training and returned to the RCU Project. Up to 117 participants will study in India under P. L. 480 funding.

Short-term training has primarily taken the form of observation/study tours to the U. S. In October 1981, seven senior resource officers from a diversity of Nepalese agencies arrived in the U. S. to participate in a two-month resource management program. Three members of the Nepalese National Assembly and an Under Secretary from the Ministry of Finance came to the U. S. in May 1982 for an observation tour focused on legislative processes in integrated resource management.

Within Nepal a new facility, the Institute for Renewable Natural Resources, is being constructed in cooperation with the World Bank. SECID advisors are assisting Tribhuvan University in developing the curriculum, library, and research facilities for this new institute, and providing initial teaching

support while Nepali counterparts are pursuing advanced degrees in the U. S.

Nepal's Sixth Five Year Plan makes it clear that planning and implementation by the government concerning resource related projects will follow the RCUP model. The Government, partly as a result of RCUP, has established a national level council to provide policy direction to Ministries and Departments in carrying out projects in the field. In addition, a Project Implementation Committee has been formed to aid and monitor RCUP activities. This group represents the Directors General and leaders of eleven agencies having direct implementation responsibility. Three District Conservation Committees have been formed which include political, technical and local citizen representation. This is the first time in Nepal's history that these three elements have formally joined together to plan and implement

resource-related activities at the district level.

This spirit of cooperation extends even down to the village level in these districts. Panchayat Conservation Committees have been formed, again bringing together local officials, field level technicians and villagers to consider ways to protect and restore their dwindling natural resources.

Holding this district and panchayat governmental structure together requires wholehearted villager involvement in the planning, implementation, and evaluation of these field interventions. This task is complicated by the fact that the three districts involved in the RCU Project—Gorkha, Mustang and Myagdi—have very different social, economic and physical environments.

A model for decentralized planning had to be developed which accommodated local diversity and which included villagers' input in panchayat-level resource development planning. This "Gaun Sallah," or "Village Discussion" method, devised by the SECID Social Scientist and local consultants, calls for extensive reconnaissance tours on the ward level (a panchayat subdivision). These local tours are to be conducted by a multidisciplinary team comprised of representatives from RCUP government agencies and local leaders. The model also provides the mandate to actively solicit and incorporate the views and ideas of women, poor farmers, and other underprivileged or under-represented groups.

The experience gained in field testing this and other new approaches will serve to further refine government efforts to gain an expanded decision-making base at the village and district levels.

Sri Lanka—Reforestation and Watershed Management

Funding Level:
\$2,305,800

Contract Duration:
June 1981-July 1985

Lead Institution:
University of Georgia

Home Campus Coordinator:
Wade Nutter, University of Georgia

Chief-of-Party:
A. C. Barefoot, Wood Technology, North Carolina State University

Project Team Members:
Herbert Attaway, Forestry Training, Lake City Community College
Harold Baxter, Wood Utilization, University of Georgia
Bruce Bongarten, Silviculture, University of Georgia
Graham Brister, Biometrics, University of Georgia
Merlin Dixon, Fire Protection Specialist, U. S. Forest Service
James Harris, Forestry Extension, University of Georgia
Jack May, Silviculture, University of Georgia
Bill Murray, Forestry Extension, University of Georgia
Charles Pehl, Watershed Management, University of Georgia
Klaus Steinbeck, Silviculture, University of Georgia
George Walker, Extension, University of Georgia
Raymond Weil, Soil Science, University of Maryland



Sri Lanka—Reforestation and Watershed Management

This four-year resource management project provides technical assistance to the Forest Department of Sri Lanka in its efforts to conserve and stabilize watershed areas in the highland regions, and to enhance the renewable energy and commercial forest resource bases of the country. To meet these objectives, the project strategy calls for technical assistance and training in support of:

- reforestation and stabilization of 15,000 acres of patanas and abandoned tea lands for watershed protection in the Upper Mahaweli Catchment area (wet zone), and
- establishment and maintenance of 35,000 acres of fuelwood plantations on abandoned chena lands in the dry zone.

Dr. A. C. Barefoot, a wood technology specialist from North Carolina State University, arrived in Colombo on February 22nd to begin a two and a half year assignment as Chief-of-Party. Nine short-term specialists have travelled to Sri Lanka during the year to carry out consultancies in silviculture, wood utilization, extension, soils and watershed management, and training.

Technical Assistance

Silviculture—Assistance in silviculture focuses on an assessment of nursery and plantation practices, with the purpose of producing an adequate number of seedlings to meet the Forest Department's ambitious planting goals. Because many of the planting sites are in scattered areas with limited accessibility, the location of nurseries and the transportation of seedlings are also critical issues addressed in

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the project's silviculture component.

Wood Utilization—The growing energy needs of urban Sri Lankans requires that charcoal production be increased to meet this demand. The Wood Utilization Consultant studied existing charcoal production programs and the marketing systems serving the rural charcoal producer and urban charcoal consumer. He also investigated current production techniques and made recommendations for improved efficiency.

Extension—The urgent need for more tree planting on both private and state lands and for adoption of better management, harvesting, and utilization practices prompted planning for a massive educational program. In June 1981, the Ministry of Lands and Land Development authorized the creation of a separate Forestry Extension Service to act as the extension education arm of the Forestry Department. The Contract Extension Forester assists with plans for the philosophy and organizational framework of the new Forestry Extension Service. His recommendations have dealt with job descriptions, orientation techniques, proposed priorities, public relations, and equipment specifications for transportation needs and audio-visual aid preparation.

Soils and Watershed

Management—The primary issue addressed by the project concerns identifying the optimal site/species combination for the many planting sites included in the reforestation program. The soil conditions within even one watershed may vary considerably in nutrient levels, soil type, and drainage characteristics. An extensive soils survey program will be followed by selection of appropriate species for each individual planting site.

Four watersheds were selected for monitoring in the Black Water and Wewaltalawa catchment areas. Research in these areas involves establishing streamflow and sediment gauging stations to determine the hydrologic impact of different land uses. Watersheds of approximately three to five acres that are representative of patana, degraded tea land, and established pine forest will be instrumented with flumes, sediment traps and sediment samplers. The patana and tea lands will be planted to *Pinus caribaea*. Another watershed will be similarly instrumented but left in natural vegetation to serve as a "control" for comparison.

Training

Four general types of training are provided under the contract: in-country training at the Sri Lanka Forest College at China Bay; professional training in MS degree programs in the U. S.; specialized short-term training in the U. S. at universities and other professional forestry associations; and short-term training in other developing nations.

In-Country Training—The project emphasizes expanded training facilities for Forest Guards and Rangers at the Forest College at China Bay. The SECID training consultant works with Forest College officials in strengthening the curricula and courses for both programs. Pre-planning discussions were held with regional Forest Officers as well as the Guards and Rangers, who spoke freely about their suggestions for program improvements. Dr. Barefoot reported that the field staff reaction to being consulted for their advice was most heartening and revealed a high level of interest and intelligence among the guards and rangers. They suggested several ideas for new or





*"A tree gives a forest
A forest gives water
Water gives rice
Rice sustains life
Plant a tree and
Help your nation"*

Sri Lanka Forest Department sign

expanded courses which have come out of their field experience, such as a strong desire for better legal preparation.

Long-Term U. S. Training—The first contingent of three participants for long-term training arrived on March 23rd, 1982 to receive Master's-level training at the University of Georgia School of Forest Resources. One additional MS candidate arrived for the Fall semester and the fifth MS student is scheduled to begin studies in the Winter semester, 1983.

Short-Term U. S. Training—Short-term training—to be provided for an anticipated twenty participants—consists of classroom instruction, directed problem studies, study tours, and laboratory or field experience as appropriate. As with all SECID short-term training activities, federal, state, industrial, and research facilities are utilized in practical study tours. The first three short-term participants began six-month non-degree programs at the University of Georgia in March, followed by an additional two participants in September 1982. According to Dr. Barefoot, all students enrolled in long-term and short-term programs "have excelled at their studies and are a credit to themselves and the Sri Lanka Forest Department."

Short-Term Training in Developing Countries—Short-term training in developing nations for thirty-five Forest Guards and Rangers who have completed the expanded training program at the Sri Lanka Forest College is in the planning stage. This program will focus on forest technology and specialized extension training.

Seychelles—Food Crops Research

The Republic of Seychelles occupies ninety-two granitic and coralline islands in the western Indian Ocean. Its total area includes little more than 171 square miles of land and about 500,000 square miles of territorial sea and exclusive economic zone. The largest and most important island, Mahe, is 55.6 square miles.

In spite of soil and climatic conditions which favor the production of a wide variety of agricultural products, many foodstuffs are imported. One of the goals of Seychellois agricultural policy is to produce from the country's own resources the food required by the growing resident and tourist populations. Achieving the Government's objective of self-sufficiency in food crops hinges on the development of a systematic horticultural research program which is oriented toward practical issues and is staffed by Seychellois scientists.

The Seychelles Food Crops Research Project assists in strengthening the capacity of the Government of Seychelles Department of Agriculture and Land Use to conduct applied food crops research, extend research results to small farmers, and protect the agricultural sector from losses due to pests and disease.

Team members' work is not limited to basic research in their respective disciplines. They are involved in: presenting lectures at the Farmer's Training Center and for Ministry of Agriculture extension personnel; conducting on-the-job training for assistants or counterparts; conducting short courses for scientists and technicians; producing newspaper articles on proper farming techniques; preparing instructional

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materials and audio-visual presentations; developing technical library/information services; developing slide documentation files for future reference and instructional use; and conducting extension activities.

However, one of the principal constraints to the Ministry of Agriculture's efforts concerns the shortage of adequately trained personnel to continue research activities beyond the completion of the project.

Three agricultural officers from the Grand Anse Experimental and Food Production Centre took part in a ten-week program of specialized training at Clemson University this summer. Under the guidance of Clemson faculty members, the trainees worked in the laboratory, in the field, and visited major production areas.

Informal on-the-job training of Seychellois technicians by SECID team members is a continuing process.

Although not a specific requirement of the contract, the SECID team participated in planning the new Soils and Plant Analysis Laboratory being developed under a \$2 million grant from the United States. This new laboratory—housed in a remodelled building which was formerly part of the U. S. Air Force Tracking Station on Mahe—will greatly expand capabilities for rapid analysis of plant and soil samples. Laboratory equipment, which was procured by SECID, arrived in Mahe in mid-1982.

Seychelles—Food Crops Research

Funding Level:
\$1,430,000

Contract Duration:
April 1981-March 1984

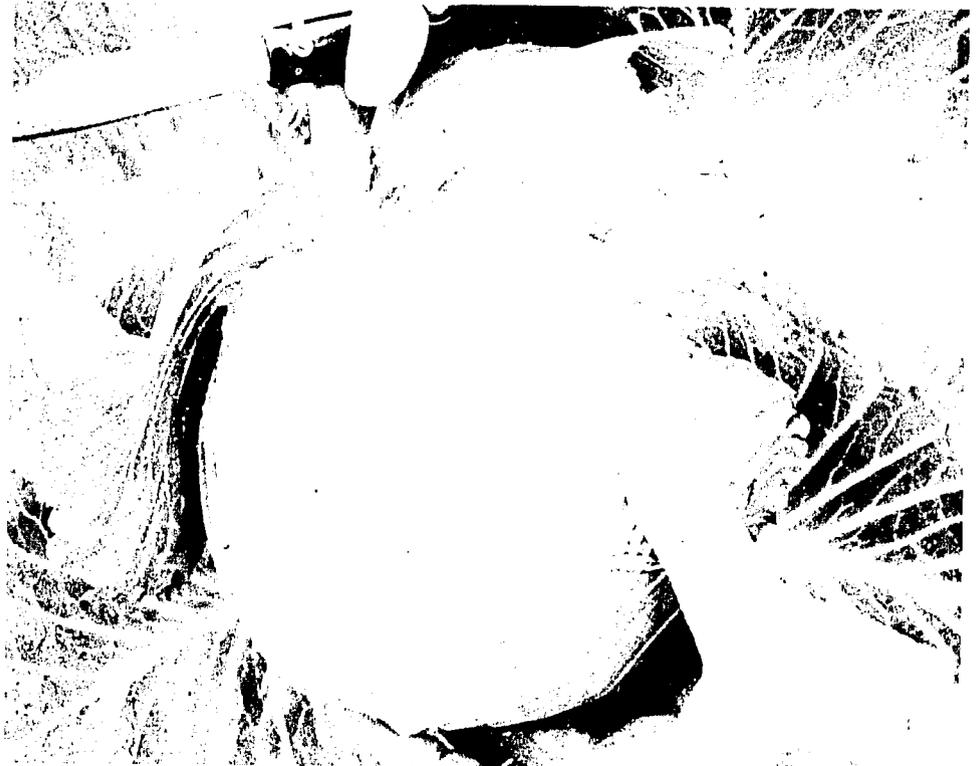
Lead Institution:
Clemson University

Home Campus Coordinator:
George von Tungeln, Clemson University

Chief-of-Party:
Richard Wurster, Horticulture, SECID

Project Team Members:
Thomas Cochrane, Soil Science, SECID
Graydon Kingsland, Plant Pathology, Clemson University*
Merle Shepard, Entomology, Clemson University
Wayne Sitterly, Plant Pathology, Clemson University

*Until December 1982



Office of Program Development



Office of Program Development

Director's Letter

The Program Development Office is committed to two basic tasks: facilitating member institutions' involvement in international development activities and servicing member institutions in the actual pursuit of such activities. Facilitating activities include: the identification of project opportunities; disseminating such information to Trustees; and assisting in the development and submitting of proposals. Services include periodic information updates; obtaining passports and visas; providing meeting rooms and clerical services; distributing requests for proposals and other materials from the international development assistance community; assisting international travelers; and assisting SECID Trustees, project coordinators, and directors in the administration of Consortium projects.

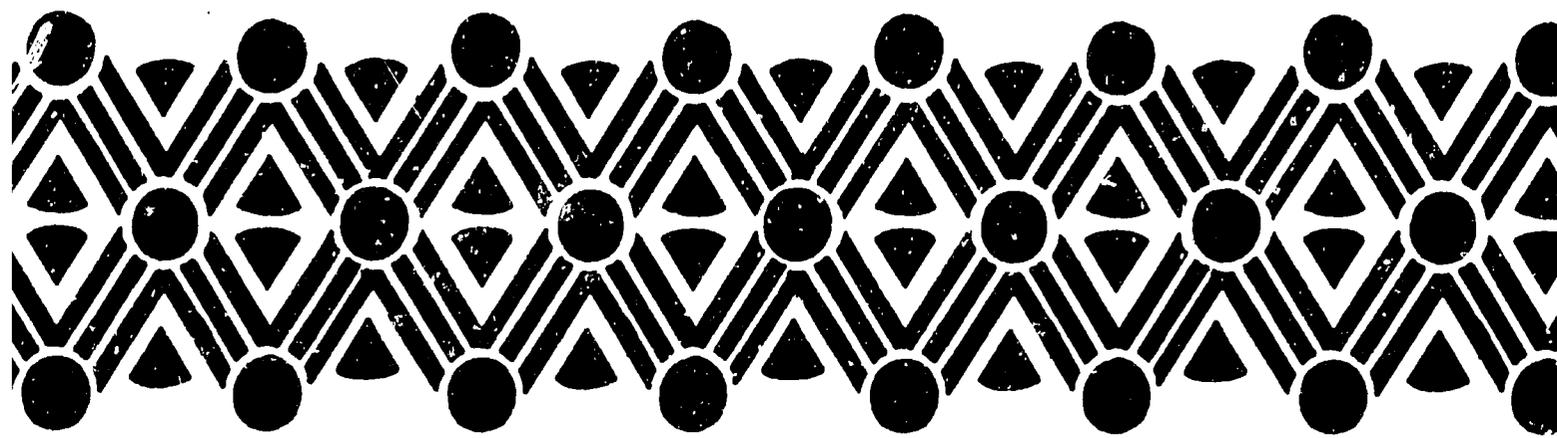
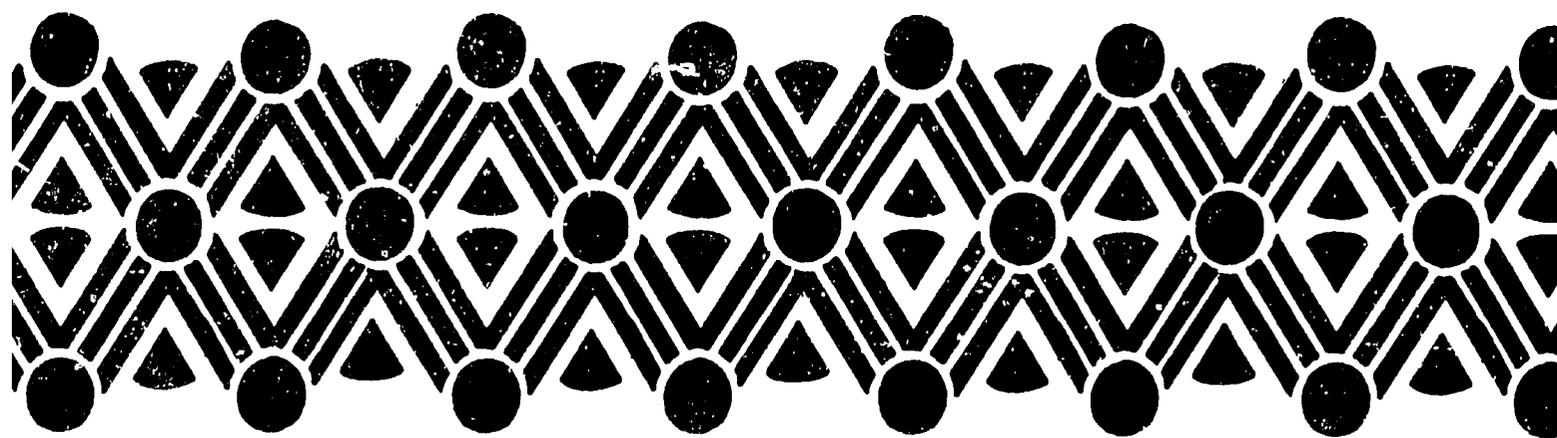
Fiscal Year 1981-82 witnessed both a dramatic growth in program development activities leading to new projects and a re-



definition of the scope and purpose of program development. New programs were begun in Sri Lanka, the Seychelles, Senegal, Mali, and Upper Volta. Structurally, the pursuit of program development opportunities was broadened to include all directors within SECID. This necessitated developing an alternative, decentralized system which would be effective and increase the number of program development opportunities available to member institutions.

The most exciting activity stemming from this reorganization has been a thorough-going examination of SECID's program development activities to date. This has resulted in a new program development strategy that calls upon the Consortium to broaden the scope of its activities to include USAID, multilateral and regional banks, international organizations, host countries, foundations, and corporations. SECID will also widen its substantive specializations to include agriculture, rural development, forestry, environmental management, education, research, housing and urban development, and public health. With the unanimous and enthusiastic support of its Trustees, SECID's Office of Program Development looks forward to the energetic and successful pursuit of international development assistance activities on behalf of its member institutions.

William Levine
Director
Office of Program Development



Office of The Treasurer

Director's Letter

The Treasurer's Office has responsibility for accounting, cash management, information systems, financial planning, contract management and corporate procurement. The past fiscal year was significant for this office as organizational changes were made and innovations in corporate financial planning were accomplished. Significant events included: the decentralization of overhead responsibility accounting, the establishment of a new banking relationship with Citibank, N.A., the innovation of a new forecasting system for project expenditures, the initiation of a project cost analysis function and the formalization of the procurement function. Additionally, in this year our cognizant audit agency, the Defense Contractors Audit Agency (DCAA), began an audit of SECID's activities for the first four years of our existence.

This audit commenced in April 1982 and was still in process at year end. Subsequent conversations between DCAA and SECID management and between DCAA and Touche Ross, our independent accountants, indicate that recommended exceptions will not be material with regard to SECID's financial statements. The exit interview for this audit is to be scheduled during the first quarter of 1983.



The innovation of a new forecasting system for project expenditures and the hiring of a project cost analyst during the year represents the beginning of an effort to remove all accounting and financial functions from the project coordinators. This transfer of responsibilities from technical to accounting professionals will improve the discipline and quality of the entire cost accounting system. The completion of the total transfer will be accomplished in Fiscal Year 1982-83.

Referring to the financial statements in this section of the annual report, revenues in the fiscal year ending September 30, 1982 amounted to \$13,471,479. This represents a 44% increase over the \$9,345,272 revenues of Fiscal Year 1980-81. This increase of

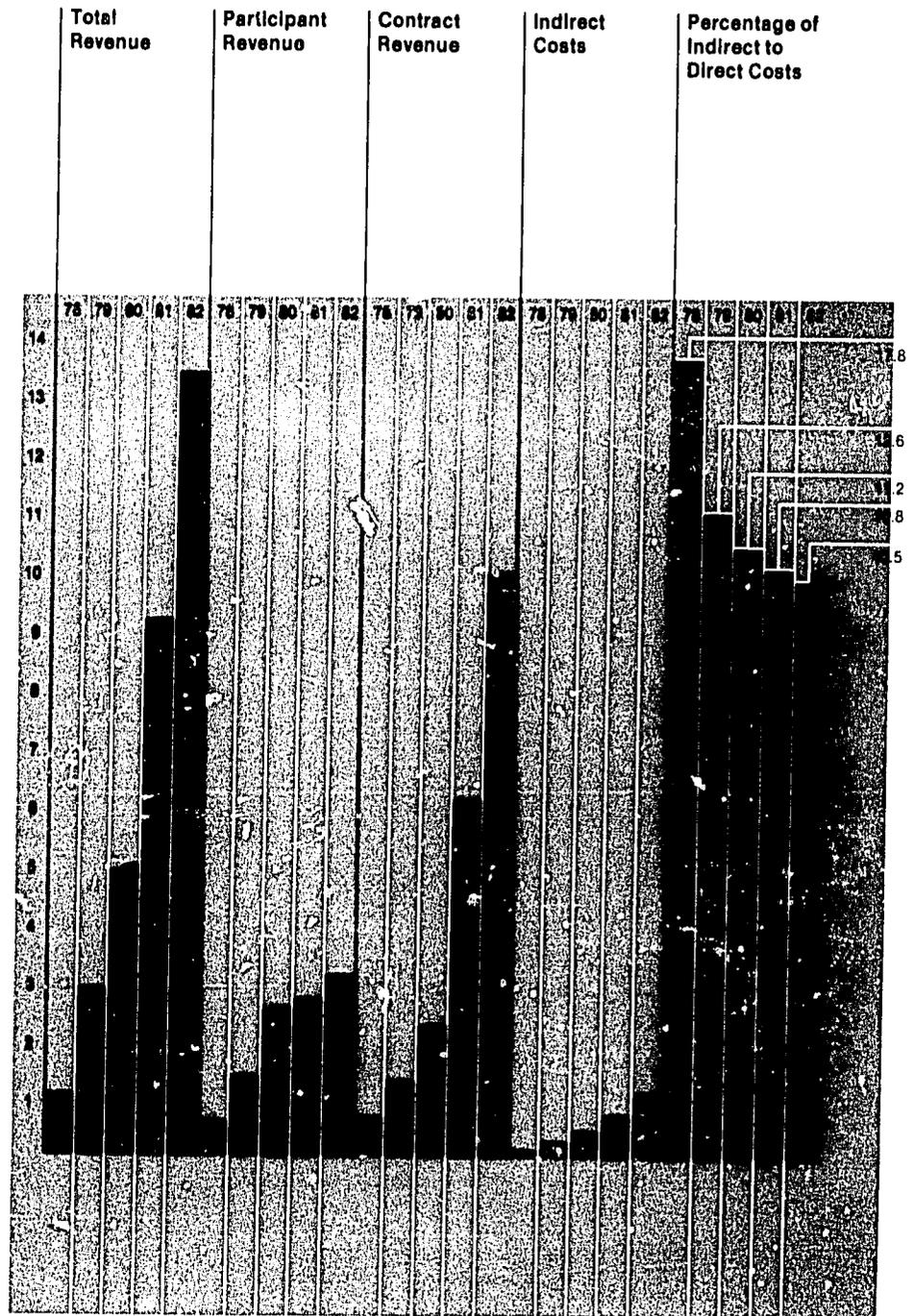
\$4,126,207 included increases in contract revenues of \$3,784,489, in participant training revenues of \$219,146, in grant revenues of \$116,175 and a \$6,397 increase in administrative income.

The graphs show the continuing growth of the consortium's revenue during the five years of our existence as well as the continuing decrease in indirect costs as a percentage of direct costs.

Indirect costs increased \$371,917 in Fiscal Year 1981-82 compared to the prior year. Some of the more significant cost increases occurred in: salaries and fringe benefits (\$275,624) of which approximately one-third was due to the hiring of a new treasurer, project analyst, and procurement specialist; facilities (\$20,984), travel (\$30,661), and communications (\$23,552). SECID's General and Administrative (G&A) rate, that is used in contracts, increased from 22.66% of "modified" total direct costs in Fiscal Year 1980-81 to 23.89% in Fiscal Year 1981-82. However, as shown in the graphs, G&A as a percentage of total direct costs has decreased for the fourth straight year, i.e. 10.5% in Fiscal Year 1981-82 versus 10.8% in Fiscal Year 1980-81.


Austin Morgan
Treasurer

**Comparative
Financial
Summary**



Auditor's Report

Board of Trustees
South-East Consortium for International Development
Chapel Hill, North Carolina

We have examined the balance sheets of South-East Consortium for International Development as of September 30, 1982 and 1981, and the related statements of revenues, expenditures and fund balance and changes in financial position for the years then ended. Our examinations were made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the financial statements referred to above present fairly the financial position of South-East Consortium for International Development at September 30, 1982 and 1981, and the results of its operations and the changes in its financial position for the years then ended, in conformity with generally accepted accounting principles applied on a consistent basis.

Touche Ross & Co.

Certified Public Accountants
700 NCNB Building
Durham, North Carolina

January 11, 1983

BALANCE SHEETS

	September 30,	
	1982	1981
ASSETS		
Current Assets:		
Cash	\$ 305,119	\$ 562,091
Investments	241,726	27,605
Contract and grant receivables:		
Billed	456,871	177,119
Unbilled	1,290,417	816,194
Travel advances	92,809	86,284
Other current assets	47,900	46,162
Total Current Assets	2,434,842	1,715,455
Furniture and Equipment, at cost	28,064	23,125
Less accumulated depreciation	(12,421)	(8,992)
	15,643	14,133
	\$2,450,485	\$1,729,588
 LIABILITIES AND FUND BALANCE		
Current Liabilities:		
Accounts payable	\$2,007,001	\$ 931,165
Accrued payroll taxes	34,502	32,389
Other accrued expenses	80,519	18,465
Sponsors' advances—contracts	169,938	624,509
Total Current Liabilities	2,291,960	1,606,528
Fund Balance	158,525	123,060
	\$2,450,485	\$1,729,588

STATEMENTS OF CHANGES IN FINANCIAL POSITION

	Year ended September 30,	
	1982	1981
Source of Funds:		
Operations:		
Excess of revenues over expenditures	\$ 35,465	\$ 64,676
Plus charges not requiring use of funds--depreciation	4,724	4,877
Funds provided by operations	40,189	69,553
Application of Funds		
Purchase of furniture and equipment	6,234	8,518
Increase in Working Capital	\$ 33,955	\$ 61,035
Increase (decrease) in Components of Working capital:		
Cash	\$ (256,972)	\$ (202,303)
Investments	214,121	27,605
Contract and grant receivables--billed	279,752	168,541
Contract and grant receivables--unbilled	474,223	445,792
Travel advances	6,525	71,739
Other current assets	1,738	26,081
Accounts payable	(1,075,836)	(469,892)
Accrued payroll taxes	(2,113)	(9,887)
Other accrued expenses	(62,054)	(1,720)
Sponsors' advances--contracts	454,571	5,079
	\$ 33,955	\$ 61,035

STATEMENTS OF REVENUES, EXPENDITURES AND FUND BALANCE

	Year ended September 30,	
	1982	1981
Revenues:		
Participants	\$3,190,215	\$2,971,069
Contracts	10,025,519	6,241,030
Grants	245,660	129,485
Other	10,085	3,688
	13,471,479	9,345,272
Expenditures:		
Direct costs:		
Payments for participants	3,190,215	2,971,069
Subcontracts	3,900,742	2,738,208
Personnel	831,781	549,658
Other	4,236,641	2,116,943
Indirect costs	1,276,635	904,718
	13,436,014	9,280,596
Excess of Revenues over Expenditures	35,465	64,676
Fund Balance, Beginning of year	123,060	58,384
Fund Balance, End of year	\$ 158,525	\$ 123,060

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NOTES TO FINANCIAL STATEMENTS

Years Ended September 30, 1982 and 1981

A. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The South-East Consortium for International Development (SECID) is a nonprofit organization incorporated under the laws of the State of North Carolina. It is a membership organization, composed principally of land-grant colleges and universities. Its general purpose is to provide training, research and technical assistance to less-developed countries and limited resource peoples principally through contracts and grants funded by the U. S. Agency for International Development.

The accompanying financial statements are prepared on the accrual basis of accounting.

Revenue Recognition

SECID's contracts and grants are generally of a cost reimbursement plus fixed fee nature. Revenue is recognized as costs are incurred. Revenue in excess of billings is recorded as unbilled receivables and funding received in advance is recorded as sponsors' advances. Costs incurred under SECID's contracts are generally subject to audit by the U. S. Government.

Furniture and Equipment

Furniture and equipment are recorded at cost. Depreciation is computed primarily on the double-declining basis over a period of seven years.

Reclassifications

Certain reclassifications have been made to the 1981 financial statements to agree with classifications used in the 1982 financial statements.

B. INCOME TAX STATUS

SECID is exempt from Federal income taxes under Section 501(c) (3) of the Internal Revenue Code. There are no activities which cause the imposition of the unrelated business income tax provision of the Code.

C. PENSION PLAN

Substantially all employees are covered by a defined contribution retirement plan. Contributions which are based upon a percentage of salary, as defined, totalled \$87,548 and \$33,970 for the years ended September 30, 1982 and 1981, respectively.

D. LEASE COMMITMENTS

The total rent expense for space, furniture, and equipment was \$178,607 and \$133,085 for the years 1982 and 1981, respectively. All leases are subject to escalation for increases in taxes, operating expenses or the Consumer Price Index. Minimum rental commitments at September 30, 1982, are as follows:

Year Ended September 30,	Chapel Hill	Washington, D. C.	Total
1983	\$127,188	\$21,524	\$148,712
1984	128,514	10,762	139,276
1985	128,001		128,001
1986	118,537		118,537
1987	33,073		33,073

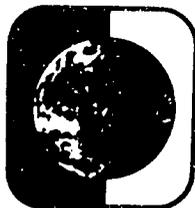
E. INVESTMENTS

The investments held at September 30, 1982, consist of 60-day repurchase agreements, bearing interest at 8.375% to 10.50% and stated at cost which approximates market. The investment held at September 30, 1981, consists of a 60-day 15.75% repurchase agreement stated at cost which approximates market.

F. CONTRACT CONTINGENCIES

A special provision in one of SECID's contracts limits overhead to a percentage of direct salaries over the life of the contract. As of September 30, 1982, the overhead charged to this contract exceeded that limit by approximately \$170,000 on an interim basis. Management believes it has taken the steps necessary to fulfill this requirement by the completion of the contract and has prepared the accompanying financial statements accordingly. If this percentage limitation is not ultimately met, it could have the effect of reducing excess revenue over expenditures in future years.

Page	Photographer or Source	Description
i	Carol Cooper	Nepalese woman
iii	Carol Cooper	Nepalese children
5	Sylvana Smith	Colden Murchinson
8	Sylvana Smith	Top: Roland Norman, George Holcomb Bottom Left: Steve Latimer Bottom Right: Eva Adams, Hunt Davis
16	Charles Busch	Charles Busch and technician in the Casuarance
17	Glenn Howze	Clockwise from left: 1) Gerold Grosenick 2) Henri Yu 3) Aime-Joseph Nianogo, Glenn Howze
18	A. J. Abshire	Ernest Bowen
19	A. J. Abshire	Ernest Bowen with a fellow CAA faculty member
24	Carol Cooper	Debra Davidson and a Shorpa, Nepal 1982
27	Ed Vickery, Debra Davidson	Nepal, 1982
28a	Carol Cooper	From Fellowship collection, Nepal, 1982
28b	Don Messerschmidt	Jan Briede at Mustang Sheep Herders' Meeting, Kalo Pani village, May 1982
29a	Don Messerschmidt	William Hart, Gary White, Julia White, HMG officials and other visitors. Going to the inauguration of RCUP Bio-Gas Plant, July 1982
29b	Debra Davidson	From Fellowship collection, Nepal, 1982
30	Don Messerschmidt	Marilyn Hoskins (VPI&SU) during her consultancy with the RCU Project
31	Debra Davidson	From Fellowship collection, Nepal 1982
32	Carol Cooper	From Fellowship collection, Nepal 1982
33	Carol Cooper	From Fellowship collection, Nepal 1982
34a	Carol Cooper	From Fellowship collection, Nepal 1982
34b	Debra Davidson	From Fellowship collection, Nepal 1982
35a	Don Messerschmidt	John Lamb (center) at site of new fish pond under construction in Gorkha District
35b	Don Messerschmidt	Shyam Tulachan (HMG Livestock and Animal Health Department Officer) at Mustang Sheep Herders' Meeting, May 1982
36a	Don Messerschmidt	Bio-gas operated demonstration project, Gorkha District
36b	Don Messerschmidt	Gerald Richards, Chief-of-Party, RCUP
36c	Don Messerschmidt	Don Messerschmidt, Shyam Tulachan, and Bhim Lal Gurung (District Education Officer). Field Visit in Mustang District, May 1982
39	Tony King	Alan Ingling with students
40	Tony King	John Polgreen with students
41	Tony King	Gary Carlton, Maggie Carlton
42	Glenn Ames	Jack Thompson in Zaire
48	Don Messerschmidt	Jan Briede (top right) at Mustang Sheep Herders' Meeting, May 1982
50	Don Messerschmidt	Don Messerschmidt, M. B. Thapa (Mustang District Livestock Officer), Jan Briede. Farmers' Meeting, Tukche Panchayat, Mustang District, December 1982
51	A. C. Barefoot	Nursery operations in Sri Lanka
52	A. C. Barefoot	Keith Rajapakse, Forest Operations—Wet Zone, Sri Lanka Forest Department
53	A. C. Barefoot	Nursery operations in Sri Lanka



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