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Portfolio Directory

**Directorate for Human Resources
(S&T/HR)**

Bureau for Science and Technology

**Agency for International Development
Washington, D.C. 20523-1816**

January 1991

Portfolio Directory

**Directorate for Human Resources
(S&T/HR)**

Bureau for Science and Technology

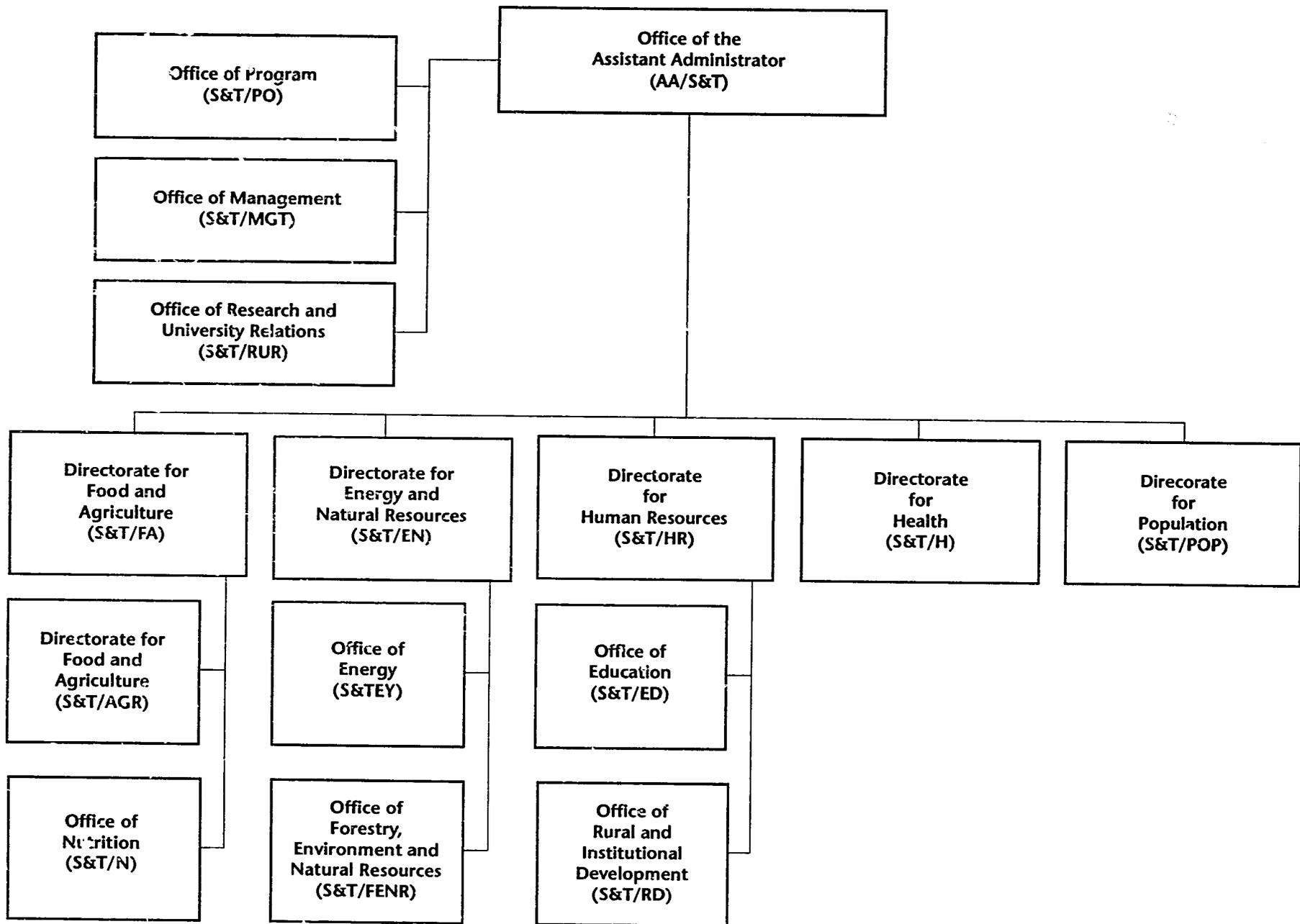
**Agency for International Development
Washington, D.C. 20523-1816**

PORTFOLIO DIRECTORY

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Bureau for Science and Technology



ACRONYMS AND ABBREVIATIONS

ACCESS II	Access to Land, Water, & Other Natural Resources II
AIDSCOM	Public Health Communication on AIDS
AMIS	Agricultural Marketing Improvement Strategies
ASANTE	All-Purpose Service Agencies for Non-Formal Training and Education
ATI III	Appropriate Technology International III
BRIDGES	Basic Research and Implementation in Developing Education Systems
CRSP	Collaborative Research Support Program
CTTA	Communication for Technology Transfer in Agriculture
DFM	Decentralization: Finance and Management
DESFIL	Development Strategies for Fragile Lands
EARS	Experimental Approaches to Rural Savings
FIRM	Financial Resources Management
F/FRED	Forestry/Fuelwood Research and Development
GREENCOM	Environmental Education and Communication
IPC	Implementing Policy Change
IEES	Improving Efficiency of Educational Systems II
IQC	Indefinite Quantity Contract
SARSA II	Human Settlement and Natural Resource Systems Analysis II
S&T	Bureau for Science and Technology
S&T/AGR	Office of Agriculture, Bureau for Science and Technology
S&T/ED	Office of Education, Bureau for Science and Technology
S&T/EY	Office of Energy, Bureau for Science and Technology
S&T/FENR	Office of Forestry, Energy, and Natural Resources Bureau for Science and Technology
S&T/HR	Directorate for Human Resources, Bureau for Science and Technology
S&T/N	Office of Nutrition, Bureau for Science and Technology
S&T/RD	Office of Rural and Institutional Development, Bureau for Science and Technology

S&T/HR PORTFOLIO DIRECTORY

INTRODUCTION

The objective of this Directory is to introduce the reader to the work of the Human Resources Directorate of the Science and Technology Bureau (S&T/HR).

The key line units of the Directorate are the offices of:

Education (S&T/ED) and

Rural and Institutional Development (S&T/RD).

Both offices manage portfolios providing a range of services:

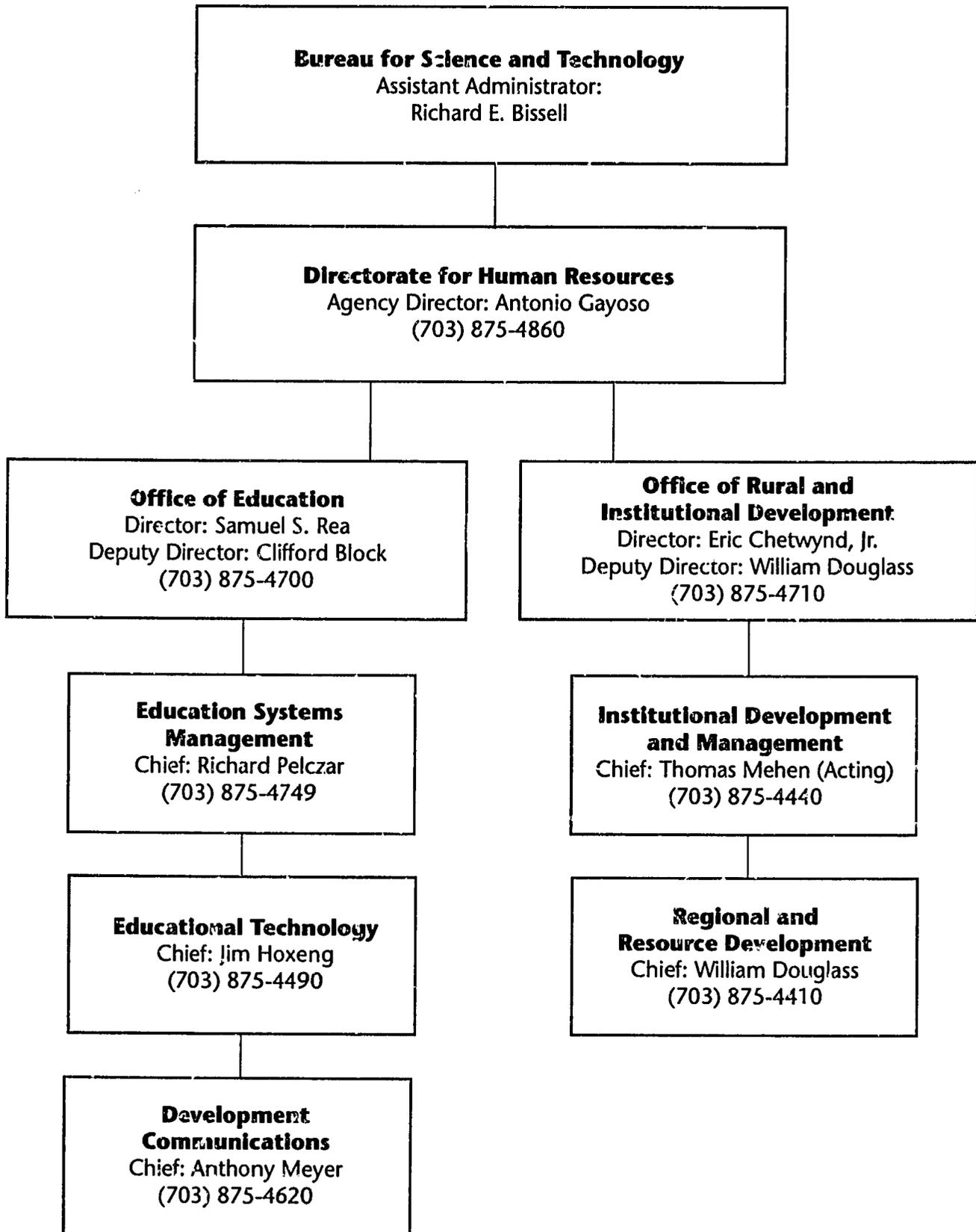
- technical assistance including project design;
- program and project evaluation;
- policy analysis;
- long-term, in-depth research;
- short-term operational research;
- training; and
- networking.

Operationally, field involvement is reflected by the extensive network of buy-ins. In addition, the Agency Director with the support of the staff of S&T/RD and S&T/ED, chairs the Education and the Rural Development Sector Councils. This responsibility provides the opportunity for an exchange of information and the joint exercise of technical leadership within the Agency on substantive topics of mutual concern.

All in all, this creative relationship between centrally funded initiatives and the needs and realities of the field, results in a blending of skills and resources in pursuit of educational opportunity, efficiency and effectiveness, and broad-based, sustainable rural economic growth.

Welcome to the Directorate. We invite your inquiries.

Directorate for Human Resources (S&T/HR)



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Contacting S&T/HR

FAX: (703) 875-4394

Activity Area	Name	Telephone
Human Resources Directorate		
Agency Director	GAYOSO, Antonio	(703) 875-4860
Secretary to the Director	DONAHUE, Liz	(703) 875-4860
Deputy Director	O'DONNELL, John	(703) 875-4611
Secretary to the Deputy Director	SMOKE, Nina	(703) 875-4611
Program Coordinator	MCCLUSKY, Robert	(703) 875-4520
Office of Education		
Director	REA, Samuel	(703) 875-4700
Secretary to the Director	ADAMS, Barbara	(703) 875-4700
Educational Planning/Development Communications	BLOCK, Clifford	(703) 875-4620
Education Technology and Systems	HOXENG, James	(703) 875-4490
Development Communication/ Social Marketing	MEYER, Anthony	(703) 875-4620
Education Policy Analysis and Planning	PELCZAR, Richard	(703) 875-4749
Secretary to the Education Office	SMALE, Mary Lou	(703) 875-4620
Program Analyst	WHITE, Linda	(703) 875-4791
Office of Rural and Institutional Development		
Director	CHFTWYND, Eric	(703) 875-4710
Secretary to the Director	ARMSTEAD, Delores	(703) 875-4710
Deputy Director	DOUGLASS, William	(703) 875-4440
Program Analyst	HOLLIS, Lavern	(703) 875-4598
Administrative Operations Assistant	ALLEN, Patricia	(703) 875-4656
Institutional Development and Management Division		
Chief/Institutional Development/Agricultural Marketing	MEHEN, Thomas (Acting)	(703) 875-4625
Chief Secretary	PRIDGEN, Marcus	(703) 875-4440
Policy Reform/Development Management	ISMAN, Patricia	(703) 875-4698
Development Management	NORTH, Jeanne	(703) 875-4587
Decentralization of Local & Recurrent Costs	WARE, Theresa	(703) 875-4785
Regional and Resource Development Division		
Chief/Natural Resource Management	DOUGLASS, William	(703) 875-4410
Chief Secretary	JOBE, Jacquie	(703) 875-4410
Appropriate Technology	BAUMANN, Andrea	(703) 875-4564
Rural/Informal Finance	BRINKERHOFF, Melissa	(703) 875-4491
Geographic Information Systems/ Rural-Urban Relations	DWORKIN, Daniel	(703) 875-4433
Agriculture Technology Transfer/Rural Finance	HARDT, Terry	(703) 875-4445
Land Tenure/Food Security/WID	STEELE, Gloria	(703) 875-4567
Natural Resource Management	YATES, Michael	(703) 875-4688

S&T/HR Staff Bio-Sketches

Andrea Baumann – *Program Analyst*

M.A. - International Affairs (1973), Sacramento State University; and M.A. - Education (1965) and B.A. - Political Science (1963), both from University of California, Berkeley.

Experience - A.I.D.: S&T/RD, 1988-present; FVA, 1985-88; PRE, 1982-1985; ANE 1980-1982; USAID/Honduras, 1977-80; Economic Analyst, Development and Resources Corporation, 1974-1977; and Secondary School Teacher, California.
Language - Spanish

Clifford Block – *Deputy Director and Senior Scientist*

Ph.D. - Cognitive and Social Psychology (1963), Yale University; and B.S. - Psychology (1955), University of Rochester.
Experience - A.I.D.: S&T/ED, 1970-present; TCR and PPC, 1965-1970; Congressional Fellow 1964; NEH, 1962-1964; Visiting Scholar, Agricultural Policy and Communications, Stanford University, 1975-1976. TDYs to 35 LDCs for planning or evaluation of projects in basic education or communications; and extensive policy experience in both education and communications. Specialized expertise in educational technologies/distance teaching, process evaluation, health and agricultural communications and behavior change, rural information systems, and telecommunications applications.

Melissa Brinkerhoff - *Informal Financial Markets Advisor*

M.A. - Applied Anthropology (1985), American University; and B.A. - International Studies, Japan/East Asia (1980), University of the Pacific.

Experience - USDA RSSA, S&T/RD, 1989-present; Ohio State University Rural Finance Liaison to A.I.D., 1988-1989; Private Sector Project Manager, USAID/Haiti, 1983-1987; and USDA RSSA, Small Farmer Marketing and Rural Finance, S&T/MD, 1981-1983.

Languages - French and Japanese

Eric Chetwynd - *Director, Office of Rural and Institutional Development*

Ph.D. - Economics (1976), Duke University; M.A. - Area Studies, South and Southeast Asia (1966), School of International Studies, American University; and B.A. - Economics (1960), Northeastern University.

Experience - A.I.D.: Office Director, S&T/RD, 1986-present; Deputy Director, S&T/RD, 1984-1985; Division Chief, Rural and Regional Development Division, S&T/RD, 1982-1985; Deputy Director, Office of Urban Development, 1970-1982; Program Officer, USAID/Korea, 1965-1968; and Program Officer, USAID/Indonesia, 1962-1965, and 1968. Worked on assignments in 41 countries during A.I.D. career.
Languages - Indonesian and French

William Douglass - *Chief, Regional and Resources Development Division; and Deputy Office Director, Office of Rural and Institutional Development*

M.A. - Social Anthropology (1972), University of Chicago; and B.A. - Political Science (1965), University of California.

Experience - A.I.D.: S&T/RD, 1989-present; Project Officer and Supervisory Agricultural Development Officer, USAID/Indonesia, 1984-1989; Supervisory Rural Development Officer, USAID/Nepal, 1979-1983; and Program Specialist, DSB/RD, 1977-1979.

Languages - Nepali and Bahasa Indonesian

Daniel Dworkin - *Project Officer*

Ph.D. - Geography (1974); M.A. - Geography (1973); and B.A. - Social Science (1948), all from Clark University.
Experience - Research Scientist, University of Arizona, IPA with S&T/RD, 1986-present; Director of International Research Programs, IRIS International, 1980-1986; Associate Professor, University of Arizona, IPA with Clark University, PPC/E/S; Assistant Professor, University of Southern Illinois, 1976; Research Associate, Hocomb Research Institute, 1974-1976.

Antonio Gayoso - *Agency Director for Human Resources*

A.B.D. - Agricultural Economics; M.A. - International Trade and Finance (1965); B.S.B.A. - Business Administration (1963), all from University of Florida; and Lic. - Economics (1960), University of Villanova.

Experience - S&T/HR, 1987-present; Director, Office of International Development, IO Bureau, Department of State, 1981-1987; Senior Policy Advisor, IDCA, 1979-1980; Chief, Planning and Project Division, Bureau for International and Intergovernmental Affairs, A.I.D., 1978-1979; Professor, American University, 1978; Chief, Sector/Problem Analysis

Division and Human Resources Development Division, A.I.D. Africa Bureau, 1975-1978; Deputy Regional Coordinator for Latin America, A.I.D. PPC Bureau, 1972-1973; Agricultural Economist, A.I.D. PPC Bureau, 1969-1972; Assistant Professor, Department of Agricultural Economics, University of Florida, 1964-1967; and Junior Economist, Ministry of Finance, Government of Cuba, 1959-1960,
Languages - Spanish, French, and Portuguese

Terry Hardt - Senior Project Officer

Ph.D. - Agricultural Education (1981), Iowa State University; and B.A. - Agricultural Journalism (1975), Texas A&M University.

Experience - A.I.D.: S&T/RD, 1989-present. Agricultural Project Officer, USAID/Egypt, 1985-1989 and USAID/Sudan, 1983-1985; IDI, AFR/TR, 1982. Peace Corps Volunteer, Zaire, 1978-1980.

Languages - French, Arabic, and Swahili

James Hoxeng - International Education Specialist

Ed.D. (earned, but declined) - International Education (1973), University of Massachusetts; M.B.A. - Personnel Administration and Industrial Relations (1963), University of Chicago; and B.A. - Math and Psychology (1961), Concordia College. Experience - A.I.D.: S&T/ED, 1975-present. Graduate student, Ecuador, 1971-73; and Administrative volunteer, Tanzania, 1963-64.

Languages - Spanish and French

Pat Isman - Development Management Advisor

M.P.A. - Public Administration (1981), Portland State University; and B.A. - Sociology (1970), University of California. Experience - USDA RSSA, S&T/RD, March, 1990-present; Project Management Specialist, Performance Management project, USDA/OICD, 1983-1990; International Training Specialist, USDA/OICD, 1982; and Health Planner, Northwest Oregon Health Systems, 1977-1978.

Robert McClusky - Senior Program Officer, Human Resources Directorate

M.P.A. - Public Affairs (1958), Wilson School of Public and International Affairs, Princeton University; and B.A. - Government and International Relations (1956), Oberlin College.

Experience - A.I.D.: S&T/HR, 1987-present; Program Planning and Evaluation, Office of Rural and Institutional Development, 1982-1987; Planning, Evaluation and Public

Liaison, Office of Private and Voluntary Cooperation, 1970-1982, including Executive Director, Advisory Committee on Voluntary Foreign Aid (1975-1978). Population Program Planning and Management, TransCentury Corp., 1970. Program Planning, Management, and Training, Peace Corps in Afghanistan, Nepal, India, and Washington, 1961-1970. CARE, Inc. Representative, India, and South Korea, 1958-1961.

Thomas Mehen - Acting Chief, Institutional Development and Management Division

A.B.D. - Economics, George Washington University; M.S. - Economics (1969), London School of Economics; and M.B.A. - Business (1963) and B.A. - Economics (1962), both from Cornell University.

Experience - A.I.D.: Project Manager, Agricultural Marketing, S&T Bureau, 1979-present; Program Officer, USAID/Honduras, 1970-1972; Assistant Program Officer, USAID/Uruguay, 1969-1970; and Special Assistant to the Director, USAID/Bolivia 1966-1968.

Language - Spanish

Anthony Meyer - Development Communication and Social Marketing Specialist

Ph.D. - Communication Research (1975) and M.A. - Communication (1972), both from Stanford University; B.A. and M.A. - English Literature (1964 and 1967), Fordham University; and M.A. - Theology (1974), Woodstock Jesuit Theological College.

Experience - S&T/ED. 1977-present; Chief, Health Promotion, WHO Global Programme on AIDS; Adjunct Professor, Social Marketing, University of Maryland; Family Planning Research Project Director at Institute for Development Studies, University of Nairobi; NHLBI Fellow, Stanford University School of Medicine, cardiovascular disease risk factor reduction; and Research Associate, Institute for Communication Research, Stanford University.

Language - French

Jeanne North - Social Science Analyst

M.S. - Social Work (1950), Columbia University; and B.A. - Sociology (1946), Huntingdon College.

Experience: A.I.D.: Project Officer, Program and Policy Development and Implementation, DSB and S&T Bureaus, 1979-present. Consultancy support to private and public organizations in Ethiopia, Ghana, Nigeria, Washington, New York and Miami for social service and community organization.

Language - French

John O'Donnell - Deputy Agency Director for Human Resources

B.A. - Social Sciences (1956), Stanford University; Graduate studies in Economics (1959-1960), University of Hawaii; and in Agricultural Economics (1973-1974), Cornell University. Experience - A.I.D.: S&T/HR, 1987-present; Supervisory Agricultural Development Officer, USAID/Ecuador, 1985-1987; Deputy and Acting Office Director, S&T/RD 1982-1985; Supervisory Agricultural Development Officer, USAID/Peru, 1977-1982 and USAID/Guatemala, 1974-1977; Program Analyst, LAC/DP 1971-1973 and USAID/Thailand 1969-1970; A.I.D. Officer in Residence, Asia Training Center/Hawaii (1966-1969); Rural Development Officer, USAID/Peru 1965-1966 and USAID/Vietnam 1962-1964.
Language - Spanish

Richard Pelczar - Senior Technical Advisor

Ph.D. - Comparative Education (1973), University of Chicago; B.A. - Government/International Relations (1964), Indiana University; and Certificate - Latin America Studies (1964), University of Missouri. Experience - S&T/ED, January, 1990-present; Chief of Party, USAID/Indonesia - Education Policy and Planning Project, 1988-1989; Education, Science and Technology Specialist for the Inter-American Development Bank in Chile, Panama, Dominican Republic and Brazil, 1974-1987; Assistant Professor, Department of Educational Policy Studies, University of Illinois, 1970-1974; and visiting Professor, Education Research Methods, University of Antioquia, Medellin, Colombia, 1969-1970.
Languages - Spanish, Portuguese, and Indonesian

Samuel S. Rea - Director, Office of Education

Ph.D. - Public Law and Government (1971), Columbia University; M.A. - International Studies (1963), Johns Hopkins School of Advanced International Studies; and B.A. - History (1961), Princeton University. Experience - A.I.D.: S&T/ED, February, 1990-present; Assistant Director of Budget, PPC Bureau, 1988-1990; Resident Representative, Madagascar, 1984-1988; Program Officer, USAID/Senegal, 1980-1984; A.I.D. Coordinator, Embassy/Paris, 1978-1980; Program Officer, Sahel Office, Africa Bureau, 1974-1978; Resident Representative, Botswana, 1971-1974; and Education Program Officer, USAID/Tanzania, 1966-1968.
Language - French

Gloria Steele - Agricultural Economist

M.S. - Agricultural Economics (1978), Kansas State University; and B.S. - Business Administration/Finance (1974), Maryknoll College. Experience - A.I.D.: S&T/RD, 1988-present; Agricultural Economist, AFR/TR/ANR, 1980-1988; and TDYs to Cameroon, the Gambia, Lesotho, Burkina Faso, Kenya, Sierra Leone, Malawi, Nigeria, Zimbabwe, Togo, Panama, and the Philippines. Agricultural Economist, Office of the Minister, Ministry of Agriculture, Government of the Philippines, 1974-1980.
Languages - Pilipino and Spanish

Theresa Ware - Senior Technical Officer

Ph.D. - Anthropology (1978) and M.A. - Anthropology (1973), both from University of Michigan; B.A. - Mathematics (1962), Clark-Atlanta University. Experience - A.I.D.: S&T/RD, 1989-present; Desk Officer, Malawi/Zambia 1988-1989; Rural Development Officer, USAID/Egypt 1984-1988; Behavioral Sciences Officer, Sahel Region, and USAID/Mali 1980-1984; and Rural Development Research Assistant, Senegal 1975-1977.
Language - French

Michael Yates - Economic Anthropologist

Ph.D. - Anthropology (1981); M.Phil. - Anthropology (1977); M.A. - Anthropology (1974); and B.A. - Anthropology (1973), all from Columbia University. Experience - S&T/RD, 1987-present; On-Farm Research and Training Officer, CIMMYT/Rockefeller Foundation, Haiti and Mexico, 1981-1987; and OAS Trainee, Paraguay, 1977-1979.
Languages - French, Spanish, and Haitian Creole

OFFICE OF EDUCATION
(S&T/ED)

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Office of Education (S&T/ED)

Overview Statement

Strategy

Within A.I.D.'s mandate to strengthen human capacities in the developing world, the S&T Office of Education pursues two goals:

- To attain an acceptable quality of basic education for at least 80% of children, together with decreasing adult illiteracy by 50% by the Year 2000 (as articulated by the World Conference on Education for All, March 1990); and
- To improve health, increase agricultural productivity, and ensure environmental protection in A.I.D. cooperating countries by effecting changes in behavior and practice through the use of development communications.

A. Basic Education Rediscovered

Consensus now exists that basic education – including the first ten years of schooling, literacy, numeracy, and life skills – provides the foundation for sustained success in family planning, child health, economic growth, and the extension of pluralistic systems. This consensus arises from empirical evidence accumulating from studies in many areas.

Economic historians show conclusively that no country has achieved dramatic economic growth in the period 1850 to the present without first attaining universal primary education (IBRD, *Improving Primary Education*, 1990, p.2). More sector specific research reveals surprisingly high correlations between the rate of literacy, particularly female literacy, and the success of measures to increase economic productivity, extend life expectancy, reduce fertility rates, and to expand the participation of individuals in the life of their group or nation. To cite examples:

- Studies from 13 developing countries concluded that four years of primary education *increased farmer productivity* by 8.7 percent across all countries and by 10 percent in countries (typically Asian) undergoing modernization (Lockheed, Jamison, and Lau, 1980).

- *Child mortality* is shown to decrease by 9 percent for every year's increase in the mother's education. In Africa, a one percentage point increase in the national literacy rate is associated with a two year gain in life expectancy (Cochrane, 1986).

- *Fertility rates* decrease as the proportion of women with some education increases. While population research has provided compelling evidence of the effect of women's schooling and literacy on overall reductions in fertility, these trends show up most clearly in later stages of development and with more than a few years of education. (Research Triangle Institute, *Educational Impacts Model*, 1990).

Behind these results is the general finding that an effective basic education program powerfully enhances and sustains specific programs in agriculture and industry, in child survival, health, and in family planning. The combined effect of basic education taken together with any of the specially targeted programs is greater than the sum of the two, taken individually. An analysis of Nigerian villages, for example, suggests that the gain in life expectancy at birth was 20 percent when the sole intervention was easy access to adequate health services for illiterate mothers; 33 percent when the intervention was education without health services; but 80 percent when both activities were undertaken together (J. C. Caldwell, 1986).

Here at home during the 1980's, American industry pointed to the crucial importance of sound schooling for a U.S. work force which can remain competitive in today's global economy. This concern is providing the primary impetus behind U.S. education reform. Internationally, the widespread apprehension in both developed and developing nations that basic education systems are failing to answer the needs of society brought leaders from 150 nations and the major development agencies together in March, 1990 for the extraordinary World Conference on Education for All, held in Thailand. The U.S., through A.I.D., with support from the Department of Education, private industry, and NGOs, played a leading role in co-sponsoring the World Conference.

For the past 20 years, S&T's Office of Education has funded the research and development of some of the most promising systems available today for improving basic education in the developing world. The work of this Office over the next de-

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cade is to link leading sources of U.S. education reform, both public and private, with willing partners in LDC's, in order to adapt and extend proven methods and techniques and to develop new ones:

- for the improved *planning and administration of schools and school systems*, including education assessments, management information systems, and decentralization strategies;
- for increased *learning*, including the enhancement of school readiness for young children, technology aided instruction, improved math-science curricula, and evaluation techniques; and
- for sustained *nonformal approaches*, creating indigenous service agencies to strengthen those community-based NGOs which are involved in functional literacy and other important training in life skills for those without access to schooling.

This Office will monitor the success of these methods and techniques to assure (1) that they make current host country spending more effective, and, (2) that they provide information which can guide major new investments in basic education by A.I.D. and the World Bank and our other international partners.

B. Development Communications Applied

Over the past ten years, the Office of Education has collaborated with other S&T offices to apply communication research, behavioral science and social marketing techniques to areas of central concern to A.I.D. Beginning with nutrition, S&T/ED has applied this knowledge to programs in public health, including AIDS prevention and control, and, most recently, to the problem of narcotics awareness and education. The adaptation of development communication methodologies to the transfer of agriculture technology has produced a promising interactive approach to extension.

With this diverse experience, S&T/ED has built capacities in applied behavioral science and communications which will be of service to the Agency and the donor community generally in the decade of the 1990's. During this time we foresee the application of these capacities to new areas of concern. The Office proposes to begin work on environmental issues in collaboration with other sources of expertise in the Bureau. Our object will be to test and adapt development communications systems at a country level to achieve public understanding of environmental issues and to bring about changes in public practices which support a sound environment.

Office of Education (S&T/ED)

Bureau for Science and Technology
Assistant Administrator:
Richard E. Bissell

Directorate for Human Resources
Agency Director: Antonio Gayoso

Office of Education
Director: Samuel S. Rea
(703) 875-4700

**Deputy Director
& Senior Scientist**
Clifford Block
(703) 875-4700

Education Systems Development
Chief: Richard Pelzcar
(703) 875-4749

1. Basic Research and Implementation for Developing Education Systems
2. Improving the Efficiency of Education Systems

Educational Technology
Chief: Jim Hoxeng
(703) 875-4620

1. Learning Technologies
2. Clearinghouse on Development Communication
3. Advancing Basic Education and Literacy

Development Communications
Chief: Anthony Meyer
(703) 875-4620

1. Narcotics Awareness and Education
2. Communications for Technology Transfer in Agriculture (with S&T/Rural Development)
3. AIDSCOM (with S&T/Health)
4. U.S. Telecommunications Training Institute (Managed by C. Block)

S&T/ED Projects: Quick Reference Guide

Division	Project Name	Focus	Project No.	Prime Cooperator
Education Systems Development	Basic Research and Implementation in Developing Education Systems (BRIDGES)	Applied Research and Policy Analysis	936-5824	Harvard University
	Improving the Efficiency of Education Systems II (IEES)	Macro Planning and Capacity Building	936-5823	Florida State University
Educational Technology	Educational Technology: Studies and Applications: Sub-project Learning Technologies	Educational Technology	931-1109	Institute for International Research
	Advancing Basic Education and Literacy (ABEL)	Field Support and Dissemination	936-5832	Academy for Educational Development
	Clearinghouse on Development Communications II	Information dissemination communications & education technology	936-5831	Institute for International Research
Communications	Communication for Technology Transfer in Agriculture (CTTA)	Agriculture Technology Transfer	936-5831	Academy for Educational Development
	Narcotics Awareness and Education	Drug Awareness and Prevention	936-5834	Development Associates
	Public Health Communication on AIDS (AIDSCOM)	AIDS Education	936-5834	Development Associates

PROJECT TITLE

Advancing Basic Education and Literacy

Project No.: 936-5832
Contract No.: DPE-5832-2-00-9032-00
Duration: 09/89 - 07/99
Contract Termination Date: 9/28/94
Services Available: Research/TA
Geographic Scope: Worldwide
Core LOP Budget: \$10.0m
Remaining Buy-In Capacity: \$30.0m

Purpose: To assist LDCs to improve their capacity to plan, manage and operate education systems with efficiency and effectiveness.

Description: The project commenced implementation in September, 1989. Early buy-ins are focusing on assisting new education starts in Mali, Uganda, and Ghana, and on several WID-related activities.

Accomplishments: Too early to know.

Publications: None to date.

Means of Access: Buy-ins for services are possible by discussing the proposal with and submitting a PIO/T to MS/OP/W/R through S&T/ED. For efforts up to \$25,000, MS/OP/W/R encourages purchase orders and mission direct contracting.

Contacts for Support

A.I.D. Project Manager

James Hoxeng
 S&T/ED
 SA-18, Room 609
 Washington, D.C. 20523-1815
 Tel.: (703) 875-4490
 FAX: (703) 875-5490

Contractor

Donovan Russell, Project Director
 Academy for Educational Development
 1255 23rd Street, N.W.
 Washington, D.C. 20037
 Tel.: (202) 862-1900
 FAX: (202) 862-1947

Sub-Contractors

Harvard Institute for International Development
 Creative Associates International
 Research Triangle Institute
 K-Com Micrographics, Inc.

PROJECT TITLE

Basic Research and Implementation in Developing Education Systems (BRIDGES)

Project No.: 936-5824
Contract No.: DPE-5824-A-00-5076-00
Duration: 06/85 - 09/93
Contract Termination Date: 9/30/92
Services Available: Research/TA
Geographic Scope: Worldwide
Core LOP Budget: \$10.0m
Remaining Buy-In Capacity: \$10.0m

Purpose: To design strategies which will optimize the use of fiscal and educational resources and improve educational planning. The long range results of the strategies are to increase children's access to schooling, reduce dropout and repetition rates, and improve the amount and quality of what is learned in school.

Description: The project emphasizes research on LDC education policy options.

Accomplishments: Research implementation began in 1985. The project has developed and is beginning to disseminate a microcomputer-based system for projecting the growth of education systems, as well as programs for evaluating the impact of policy options for improving the efficiency of basic education.

Seventeen reviews have been completed on important education development issues such as improving female access to schooling, use of instructional technology for improving basic education, organizational characteristics of effective schools, and the relationship between educational materials and facilities and student achievement.

The BRIDGES Network is currently working in the following seven countries: Burundi, Egypt, Sri Lanka, Pakistan, Indonesia, Jordan and Thailand. The project has been successful in

obtaining buy-in contracts from these countries plus the Cameroon. A special project in Egypt has also evolved from the BRIDGES project. Field research in Burundi and Sri Lanka ended in early 1990.

Model implementation is being completed for STEP, GENDER and OPES for general dissemination.

Publications: Forum (a bi-monthly publication), research reports, and discussion papers.

Means of Access: Standard buy-in procedures.

Contacts for Support

A.I.D. Project Manager

Dr. Richard Pelczar
S&T/ED
Room 609, SA-18
Washington, D.C. 20523-1815
Tel.: (703) 875-4620
FAX: (703) 875-5490

Contractor

Dr. Noel McGinn, Director
BRIDGES
Gutman Library, Room 452
Harvard University
Cambridge, MA 02138
Tel.: (617) 495-9720
FAX: (617) 495-1239

PROJECT TITLE:

Clearinghouse on Development Communications II

Project No.: 936-5831
Contract No.: DHR-5831-Z-00-8028-00
Duration: 08/88 - 06/94
Contract Termination Date: 8/28/93
Services Available: TA
Geographic Scope: Worldwide
Core LOP Budget: \$1.303m
Remaining Buy-In Capacity: \$257,117

Purpose: To provide information and services for application of appropriate methods and technologies in development communication.

Description: The Clearinghouse continues an eighteen year service under different contractors by publishing a quarterly newsletter in development communication issues and innovations, maintaining an information service, producing special reports, and offering technical assistance and workshops.

Accomplishments: The newsletter, *Development Communication Report*, is widely read and used. Last year's environmental education issue was requested by several institutions for bulk distribution. A new "development communication digest" software package has gained support from other donors.

Publications: *Development Communication Report* (quarterly), free to readers in the developing world, \$10/year in industrialized countries.

Means of Access: Buy-ins for services are possible by discussing the proposal with and submitting a PIO/T to MS/OP/W/R through S&T/ED. For efforts up to \$25,000, MS/OP/W/R encourages purchase orders and mission direct contracting.

Contacts for Support

A.I.D. Project Manager

James Hoxeng
S&T/ED
SA-18, Room 609
Washington, D.C. 20523-1815
Tel.: (703) 875-4490
FAX: (703) 875-5490

Contractor

Michael Laflin, Project Director
Institute for International Research
1815 N. Ft. Meyer Drive
Arlington, VA 22209
Tel.: (703) 527-5546
FAX: (703) 527-4661

PROJECT TITLE:

Communication for Technology Transfer in Agriculture (CTTA)

Project No.: 936-5826

Contract No.: DPE-5826-C-00-5054-00

Duration: 05/85 - 09/93

Termination Date: 09/30/92

Services Available: Research

Geographic Scope: Worldwide

Core LOP Budget: \$7.295m

Buy-In Capacity: \$12.138m

Purpose: To develop and demonstrate effective communication strategies and methods to support the adaptation and adoption of appropriate agricultural technologies among farmers.

Description: Jointly managed by S&T/ED and S&T/RD, CTTA has supported major agricultural technology transfer programs in Honduras, Peru, Jordan and Indonesia, and has provided short term technical assistance in several other countries. The project increases farmers' participation in technology adaptation and transfer; researchers' ability to design appropriate technology; and extensionists' effectiveness in transferring technology to farmers.

Accomplishments: CTTA has developed an innovative and effective process for transferring agricultural technology in pilot sites in Honduras and Peru. The process provides for a high degree of farmer participation, integrates research and extension, utilizes existing personnel and resources in an orderly and cost efficient manner and inspires a high level of motivation among host country participants. In Honduras, the CTTA process has been used as the basis for a Unified Methodology for the Delivery of Services which is being applied on a national scale for all technology transfer in agriculture.

Publications: A Case Study on Farmer Innovations and Communication in Niger and numerous other specific project reports from Honduras, Peru, Indonesia, Sri Lanka, and Jordan.

Means of Access: Buy-ins for services are possible by discussing the proposal with and submitting a PIO/T to MS/OP/W/R through S&T/ED. For efforts up to \$25,000, MS/OP/W/R encourages purchase orders and mission direct contracting.

Contacts for Support

A.I.D. Project Managers

Anthony Meyer
S&T/ED
Room 609, SA-18
Wash., D.C. 20523-1815
Tel.: (703) 875-4620
FAX: (703) 875-5490

Terry Hardt
S&T/RD/RRD
Room 622, SA-18
Wash., D.C. 20523-1814
Tel.: (703) 875-4445
FAX: (703) 875-4394

Contractor

Dr. Gordon Appleby
Academy for Educational Development
1255 23rd St., N.W.
Washington, D.C. 20037
Tel.: (202) 862-8841
FAX: (202) 862-1959

PROJECT TITLE:

Educational Technology Studies & Applications (Sub-Project Learning Technologies)

Project No.: 931-1109

Agreement No.: DPE-1109-CA-00-4082-00

Duration: 07/77 - 12/91

Agreement Termination Date: 12/31/91

Services Available: Research/TA

Geographic Scope: Worldwide

Core LOP Budget: \$5.237m

Remaining Buy-In Capacity: -0-

Purpose: To help developing countries explore a variety of learning technologies for basic education. Special emphasis — uses of communication techniques in environmental education.

Description: Pilot studies in Belize and Grenada have focused on gains in student learning through the use of computers,

programmed instructional posters, and hand-held electronic learning aids. "Technology Digest" has been developed to help with appropriate technology choices. Combined with this principal interest, the project also examines the role of improved communications in environmental planning and implementation.

Accomplishments: Technologies have shown ways to cut costs without reducing learning outcomes, and to reduce urban-rural disparities.

Publications: Reports, videotapes and Tech Digest software available from contractor.

Means of Access: N/A

Contacts for Support:

A.I.D. Project Manager

James Hoxeng
S&T/ED
Room 609, SA-18
Washington, D.C. 20523-1815
Tel.: (703) 875-4490
FAX: (703) 875-5490

Cooperator

Stephen Anzalone, Project Director
Mona Greiser, Environmental Communications
Institute for International Research
1815 N. Ft. Meyer Drive
Arlington, VA. 22209
Tel.: (703) 527-5546
FAX: (703) 527-4661

PROJECT TITLE:

Improving Efficiency of Educational Systems II (IEES)

Project No.: 936-5823
Contract No.: DPE-5823-Z-00-9010-00
Duration: 07/89 - 06/94
Contract Termination Date: 06/94
Services Available: Research/TA
Geographic Scope: Worldwide
Core LOP Budget: \$6.800m

Remaining Buy-In Capacity: \$21.967m

Purpose: (1) To improve education policy development and adjustment processes; (2) to build and sustain education management information systems; and (3) to conduct research on school finance and teacher policies.

Description: IEES now works in three core countries (Botswana, Nepal, and Indonesia) and has provided field support for projects in Haiti, Zimbabwe, Somalia and Yemen. IEES is also assisting with new basic education starts.

Accomplishments: Policy reforms developed or implemented with IEES assistance include: slowing growth of teacher training and vocational programs where labor demand is changing; improving provision and distribution of instructional materials, and building the capacity of PVO providers of basic education.

Publications: Manual on conducting education Sector Assessments; Guide to evaluating the efficiency of education development activities; Guide to measuring indicators of education effectiveness and efficiency.

Means of Access: Buy-ins for services are possible by discussing the proposal with and submitting a PIO/T to MS/OP/W/R through S&T/ED. For efforts up to \$25,000, MS/OP/W/R encourages purchase orders and mission direct contracting.

Contacts for Support

A.I.D. Project Manager

Dr. Richard Pelczar
S&T/ED
Room 609, SA-18
Washington, D.C. 20523-1815
Tel.: (703) 875-4620
FAX: (703) 875-5490

Contractor

Dr. Robert Morgan
Florida State University
206 Dodd Hall
Tallahassee, FL 32306
Tel.: (904) 644-5442
FAX: (904) 644-3783

PROJECT TITLE

Narcotics Awareness and Education

Project No.: 936-5834
Contract No.: DPE-5834-Z-00-0008-00
Duration: 05/90 - 07/99
Contract Termination Date: 05/08/95
Services Available: Research/TA
Geographic Scope: Worldwide
Core LOP Budget: \$4.5m
Remaining Buy-In Capacity: \$20.5m

Purpose: To strengthen the capabilities of developing country institutions to design, implement and evaluate effective drug awareness and prevention programs.

Description: The contract focus will be on drug demand reduction through public awareness and prevention. The contract provides technical assistance, operations research and evaluation, limited training and information dissemination. The contract complements Mission bilateral programs and/or helps stimulate new initiatives. Mission buy-ins will be the predominant source of contract funds and contract activities will be accordingly field-centered.

Accomplishments: The project began with the awarding of the contract in May, 1990.

Publications: None as yet.

Means of Access: Buy-ins for services are possible by discussing the proposal with and submitting a PIO/T to MS/OP/W/R through S&T/ED. For efforts up to \$25,000, MS/OP/W/R encourages purchase orders and mission direct contracting.

Contacts for Support

A.I.D. Project Manager

Anthony Meyer
 S&T/ED
 Room 609, SA-18
 Washington, D.C. 20523-1815
 Tel.: (703) 875-4620
 FAX: (703) 875-5490

Contractor

John Garcia, Project Director
 Development Associates
 2924 Columbia Pike
 Arlington, VA 22204
 Tel.: (703) 979-0100
 FAX: (703) 892-9748

Sub-Contractors

Academy for Educational Development
 Macro Systems
 Porter Novelli

PROJECT TITLE

Public Health Communication on AIDS: AIDSCOM

Project No.: 936-5972
Contract No.: DPE-5972-Z-00-7070-00
Duration: 05/87 - 09/95
Contract Termination Date: 09/21/92
Services Available: Research/TA
Geographic Scope: Worldwide
Core LOP Budget: \$13.0m
Remaining Buy-In Capacity: \$6.0m

Purpose: As part of the S&T Bureau AIDS project, managed by the Health Office, this component develops and demonstrates effective public health communication strategies for the control and prevention of AIDS. Provide assistance to developing countries in designing and implementing information, education and counselling programs to support behavior change for AIDS prevention.

Description: To support national AIDS prevention programs. AIDSCOM has resident advisors in the Dominican Republic, the Philippines, Jamaica and the Eastern Caribbean, provides periodic short term technical assistance to eight other emphasis countries and supports a portfolio of operations research and technical assistance activities in over 26 countries.

Accomplishments: The success of the Uganda AIDS in the Workplace Program, which enlisted over 20 businesses, led to the implementation of a similar program in Sao Paulo, Brazil and the start-up of a program in Tanzania. Similarly, components of a train-the-trainer program in prevention counseling—first developed and refined in the Eastern Caribbean—are now being used worldwide.

Publications: Field notes, manuals and training tools (work-books, curricula and videotapes).

Means of Access: Buy-ins for services are possible by discussing the proposal with and submitting a PIO/T to MS/OP/W/R through S&T/ED. For efforts up to \$25,000, MS/OP/W/R encourages purchase orders and mission direct contracting.

Contacts for Support

A.I.D. Project Manager

Dr. Anthony Meyer
S&T/ED
Room 609, SA-18
Wash., D.C. 20523-1815
Tel.: (703) 875-4620
FAX: (703) 875-5490

Contractor

Dr. Glen Margo and
Dr. John Novak
Academy for Educational Development
1255 23rd St. N.W.
Washington, D.C. 20037
Tel.: (202) 862-1900
FAX: (202) 862-1947

IQCs: Indefinite Quantity Contracts

Purpose: To provide quick response technical services in matters relating to education, training, and human resources development during periods of up to 120 calendar days. Specific services are requested via "Delivery Orders", issued by the cognizant contracting officer, in accordance with the terms of the contract.

Services Available: The following is a list of the functional labor specialties which are available under this IQC contract:

1. Curriculum Design and Development Specialist
2. Teacher Training Specialist (in service and pre-service)
3. Educational Planner (formal education)
4. Management Information Specialist
5. Educational Economist

6. Educational Finance Specialist
7. Educational Policy Developer
8. Tests and Measurement Specialist
9. Evaluation Specialist
10. Vocational & Technical Training Specialist
11. Manpower Planning & Needs Assessment Specialist
12. Participant Training Planning & Evaluation Specialist
13. Management Training Specialist (public & private sector)
14. Instructional Systems Designer
15. Educational Technologist

Contract Scope: Tasks that may be assigned as delivery orders relate to the activities in AID/Washington and in the USAID Missions concerned with education, and training, human resource development. Such activities include needs assessments in LDCs, planning design, implementation and evaluation of projects all within the context of A.I.D.'s education sector.

The tasks, which are listed below, involve short-term technical assistance through AID/Washington and USAID Missions to host country counterpart institutions and organizations.

1. *Assessment* of LDC education, training, and human resource development *problems* and recommendations for improvement.

Tasks include the undertaking of surveys, analyses, and the preparation of recommendations concerning topics in:

- a. General education (pre-primary, primary, secondary, higher), such as curriculum design and development, teacher training (in-service and pre-service), textbook development, production and distribution, testing and measurement, evaluations, and expanding educational opportunities for women.
- b. educational administration such as educational planning, finance, decentralization, management information systems, classroom construction-renovation and maintenance, and community involvement support.
- c. human resource development, such as manpower need assessments, manpower planning, participant training, vocational and technical training, formal and nonformal skills training, competency based instruction, skills certification, private sector trade advisory committees, and management training.
- d. educational technology, such as instructional systems design, instructional materials development, computer assisted instruction, communications planning, low-cost learning technologies.

- e. nonformal education such as, design and development of nonformal education (NFE) delivery systems.
2. *Design* of education, training and human resource development activities either as independent efforts, as *components* of, or otherwise integrated within, education, training, and human resource development sector programs and projects.

Tasks include the design, and analysis in terms of technical, economic, and social feasibility, as well as cost, efficiency, and equitable distribution of benefits of activities in:

- a. general education (pre-primary, primary, secondary, higher), such as curriculum design and development, teacher training (in-service and pre-service), textbook development, production and distribution, testing and measurement, evaluations, and expanding educational opportunities for women.
 - b. educational administration such as educational planning, finance decentralization, management information systems, classroom construction-renovation and maintenance, and community involvement support.
 - c. human resource development, such as manpower need assessments, manpower planning, participant training, vocational and technical training, formal and nonformal skills training, competency based instruction, skills certification, private sector trade advisory committees, and management training.
 - d. educational technology, such as instructional systems design, instructional materials development, computer assisted instruction, communications planning, low-cost learning technologies.
 - e. non-formal education such as, design and development of NFE delivery systems.
3. *Evaluation* of effectiveness of activities in education, training, and manpower development.

Tasks include analyzing, and/or redesigning projects and project components, sectoral activities, or programs in:

- a. general education (pre-primary, primary, secondary, higher), such as curriculum design and development, teacher training (in-service and pre-service), textbook development, production and distribution, testing and measurement, evaluations, and expanding educational opportunities for women.
- b. educational administration such as educational planning, finance, decentralization, management information systems, classroom construction-renovation and maintenance, and community involvement support.

- c. human resource development, such as manpower need assessments, manpower planning, participant training, vocational and technical training, formal and nonformal skills training, competency based instruction, skills certification, private sector trade advisory committees, and management training.

Project Status: Contracts were awarded in August, 1987. Following standard practice, contracts will be competed again in August, 1990.

Contacts for Support

A.I.D. Contacts

Contracting questions: Mission or Regional, A.I.D. Contracts Officer

Technical questions, non-contract:

Jim Hoxeng
S&T/ED
Room 609, SA-18
Washington, D.C. 20523-1815
Tel.: (703) 875-4490
FAX: (703) 875-4394

Contractors

Dr. Danuta Lockett
Creative Associates, Inc.
Suite 270
3201 New Mexico Ave., N.W.
Washington, D.C. 20016
Tel.: (202) 966-5804

Dr. Mary Lou Johnson
Education Development Center
55 Chapel Street
Newton, MA 02160
Tel.: (617) 969-7100

Michael Laflin
Institute for International Research
6th Floor
1815 N. Fort Meyer Dr.
Arlington, VA 22209
Tel.: (703) 527-5546

Dr. David Nolan
Research Management Corp.
(8a firm)
Suite 327
7115 Leesburg Pike
Falls Church, VA
Tel.: (703) 834-104

**PROJECTS CURRENTLY
UNDER DEVELOPMENT
(S&T/ED)**

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Projects Currently Under Development (S&T/ED)

PROJECT TITLE AND NUMBER

All-Purpose Service Agencies for Non-Formal Training and Education (ASANTE)

Initial Year of Obligation: FY 92

PACD: FY 97

Goal Statement: To improve learning opportunities for persons without access to schooling.

Purpose: To develop service agencies which will strengthen the training capacity of development organizations, agencies and groups for which the ability to deliver effective nonformal education is critical to their success.

Problem: The large sums of money being spent on LDC extension services and other forms of nonformal education frequently fail to purchase the information transfer and behavioral changes which the programs were designed to achieve. Much of that lack of effectiveness arises from a lack of awareness of good training practices and an almost total lack of teaching materials.

Project: The project will seek out organizations which are partial or potential service agencies, identifying at least one such organization in each of ten countries. The project will provide technical assistance and training to prepare these agencies to market and offer their services to local NGO's which need to improve the nonformal education elements of their programs. The service agencies will strengthen the education and training offered by development programs through developing participatory, client-centered teaching materials, by teaching extensionists and trainers to use them properly, and by designing evaluation protocols based on the target audiences' behavioral changes and community improvements.

This project will build on experience acquired in the Office's most recent nonformal education project, which developed and successfully institutionalized service agencies in Ecuador and Lesotho. This project's emphasis will be on dissemination to

strengthen and make self-supporting several among the growing number of nascent service agencies which would benefit from technical assistance.

PROJECT TITLE AND NUMBER

Environmental Education and Communication (GREENCOM)

Initial Year of Obligation: FY 92

PACD: FY 2002

Project Goal: GREENCOM will support Agency policy and program efforts to establish practices which foster a sound environment.

Project Purpose: The project will assist in the development of a receptive set of attitudes for policy change and program initiatives for environmental protection. By means of information and education programs, the project will seek to bring about changes in individual and institutional behavior which are essential to safeguarding the environment.

Problem: Stagnant and declining productivity associated with environmental degradation and with the depletion of natural resources are now widely accepted as impediments to global development. To devise appropriate policy and program responses to this problem, developing countries require various kinds of assistance. There are several essential elements, however, to all effective responses:

- (1) research to define the extent of the problem and response options;
- (2) analysis of policy options;
- (3) information and education programs which will prepare the public to accept policy changes and program initiatives; and

(4) information and education programs which will help to bring about change in individual and institutional behavior.

GREENCOM will concentrate on these final two elements, and will complement other A.I.D. support for elements one and two.

Project Description: GREENCOM will support individual and institutional change in developing countries through public awareness and education. The project will provide technical assistance, operations research, evaluation research and information dissemination. Lessons learned from the operations research, evaluation research and country specific strategies will be used to develop an overall strategic methodology for environmental information and education programs. The project will emphasize the institutionalization and sustainability of environmental communication programs.

PROJECT TITLE AND NUMBER

Math, Science, and Technology Educational-Purpose Service Agencies

Initial Year of Obligation: FY 92

PACD: FY 99

Goal: To improve student achievement in LDC's, particularly in content areas central to national economic development.

Purpose: To develop widely applicable methods, teaching materials, and media for more effective instruction in math, science, and technology education at the secondary level.

Problem: If developing nations are to take their place in an increasingly technological world, the number and quality of people with competency in science and mathematics must be markedly increased. The problem cannot be solved at the college level alone. Comparative testing has shown that students who complete high schools in representative LDC's typically know only about half as much mathematics as students in the developed world. Science education, too, typically prepares students in developing countries very poorly for entry into college-level science courses, since it is usually taught in either an entirely theoretical or rote manner by teachers whose own scientific education is limited.

Project Description. This will be an educational research and development program to generate approaches and materials that can transform the quality of math and science learning, yet be widely adaptable within LDC budgetary and human resource constraints. Worldwide experience will be collected and analyzed for elements that may be transferable; successes are growing, in such countries as Korea, Zimbabwe, Tanzania (Zanzibar), some European nations, and the U.S. The Agency's experience in primary school mathematics and science teaching will also be assessed—e.g., the educational methods that underlie the success of the "interactive radio" system, and earlier work in African math and science education.

Remarkable successes in this country in math teaching have been achieved simply by re-structuring textbooks along "mastery learning" methodologies; South Korea has used a similar approach with a variety of media and teacher re-training. There are also several promising approaches in science teaching. While R&D will be needed, and while analysis of the skills and ways of thinking LDC students bring into the classroom will be productive, the probability is that fairly rapid progress can be made in providing practical, tested tools for a variety of situations.

We will closely collaborate with the World Bank (for whom this is potentially a high priority in Africa), the U.K. which is developing and will be exporting "technology education," South Korea, and the Rockefeller Foundation.

OFFICE OF RURAL AND
INSTITUTIONAL DEVELOPMENT
(S&T/RD)

Office of Rural and Institutional Development (S&T/RD) Overview Statement

Strategy Summary

The unifying theme of the office is a focus on cross-cutting institutional and people-oriented issues key to broadening economic opportunities and sustaining economic growth. A collaborative approach of working with regional bureaus, missions and other S&T offices and linking S&T/RD's projects with others to accomplish common objectives continues to be the standard.

The S&T/RD program supports the primary goal of the Agency — broad-based, sustainable economic growth. In the coming year, the Office will intensify its actions to understand and strengthen the institutions and human incentives that are essential for making economic growth both broad based and sustainable. This will be done by supporting activities which contribute to:

- (1) **Broadening Economic Opportunities;**
- (2) **Promoting Pluralism and Accountable Governance;**
and
- (3) **Fostering Sustainable Agriculture and Natural Resource Utilization.**

Within this strategy, broadening economic opportunities and civic participation combine to greatly expand the base of economic growth, while the third element of the strategy ensures that the resource base which supports this growth will suffice for the future as well as for the present. Economic opportunities are broadened by improving the institutions and policies that increase people's access to productive resources and technologies. Promoting pluralism and accountable governance further enhances the quality of peoples' lives through increasing opportunities for civic and political participation — which in turn helps attain and preserve access to productive resources. Sustainable natural resource utilization is achieved by strengthening the human incentives and institutions that encourage rational use of the productive natural resources critical to economic growth.

Many of our projects support more than one of the strategic elements outlined above. S&T/RD programs interface with and support programs in other S&T Offices, such as the Offices of Agriculture (S&T/AGR), Forestry, Energy, and Natural Resources (S&T/FENR), Education (S&T/ED), Nu-

trition (S&T/N), and Energy (S&T/EY). The strategy for each of these three elements is outlined below.

Broadening Economic Opportunities

Most countries of Africa and Latin America experienced little or no economic growth in the past decade, and for them the poverty gap has widened. Economic growth has been stronger and most sustainable when it is the product of the many rather than the few. Domestic markets become both wider and deeper — there is a greater diversity of economic opportunity.

This first element of the RD strategy is about improving the institutions and policies that make productive resources more accessible to a country's workforce, including women. The World Bank's *World Development Report 1990* states that the primary problem of the poor is their lack of productive assets. Therefore, assistance policies for the 90s should aim at increasing assets owned by the poor. This requires promoting and fostering efficient and open markets and institutions that guarantee access to those markets by all and/or help in preventing market domination by the few. Open markets include those for food, other agricultural products, land, capital and agricultural inputs. Broadening economic opportunities also means providing access to technologies that are appropriate for self-help and local entrepreneurial applications. It also means introducing or strengthening policies and institutions that improve access to food, productive land and financial services.

In the coming years, S&T/RD will significantly strengthen its program for Broadening Economic Opportunities by enhancing collaborative agribusiness capabilities as part of ongoing agricultural marketing improvement activities. This will allow for better and more timely responses to the steady volume of research and assistance requests on agribusiness initiatives dealt with under the current marketing improvement program. In addition, the Food Security project will be expanded to cover at least two of A.I.D.'s geographic regions, possibly all three. This expanded program will build on the achievements of current work in Africa while enlarging capabilities to cover additional substantive themes and more country and regional groupings, with support from several S&T offices.

Promoting Pluralism and Accountable Governance

Vigorous economic activity, pluralism and effective and accountable governance appear to be highly interdependent and mutually sustainable variables. Pluralism is characterized by the existence in society of a multiplicity of organized interests which compete with and balance each other, but also form coalitions to attain common objectives. Pluralism enhances creativity, nurtures individual responsibility, generates opportunity and promotes tolerance, accountability and democracy.

The existence of pluralism depends on a system of laws which is dependable and which provides for freedom of belief, speech and association.

Accountable governance means that government is responsible to the people. Rules and policies are just; they apply equally to every person. Financial transactions are uncorrupted. Essential services (such as services for resolution of disputes, protection of human and property rights, and provision of infrastructure) are accessible and fair. In addition, accountable governance enables people to organize, express their opinions, advocate their preferences and interests, meet local needs, and collect and spend money in their own interest.

RD's program in pluralism and accountable governance will be significantly strengthened in the coming year. Two ongoing projects—Decentralization: Finance and Management and Implementing Policy Change—address aspects of the pluralism issue. In the first instance, approaches are being developed for empowering local levels, developing their capacity for raising revenues and applying them to local priorities. The Policy Implementation program will include effective implementation of policies to support and nourish accountable governance.

A major new initiative to explore the role of rules and institutions in the transition to democracy will be started, based on preparations begun in FY 1990. This project will take a holistic look at the key elements of democracy and how to foster it in developing countries. It will draw on and link with other projects in the RD and other S&T office portfolios and help A.I.D. synthesize its collective experience in this new and challenging area. The details of this program are described in Section V.

Sustainable Agriculture and Natural Resource Utilization

The continuing importance of growth in agriculture to both farm and non-farm economic opportunities and income growth

for the poor is well known. However, the natural resource base in many developing countries is rapidly deteriorating, especially in environmentally fragile regions, and its ability to sustain or support increases in agricultural production is in jeopardy. Beyond that, this degradation is affecting broader national and global environmental systems.

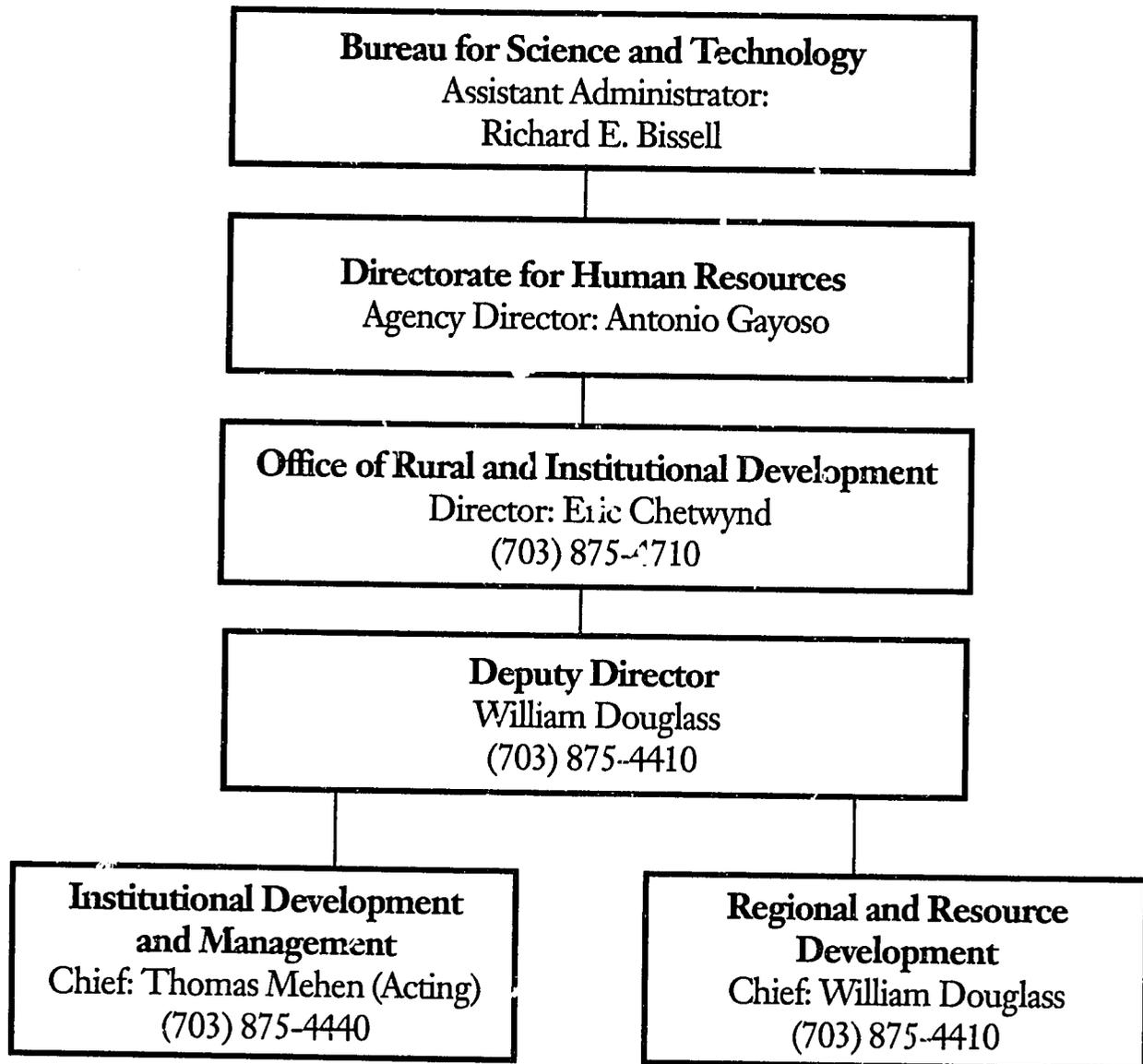
Unfortunately, there are no easy solutions; the problem is complex and involves a host of constraining human, institutional and economic issues. Therefore, motivating and empowering individuals, communities, local and national institutions toward sound use of the natural resource base is the third major theme in RD's program. These efforts draw heavily on the social science skills of the RD staff and portfolio.

RD's strategy for this theme combines a continuation of proven ongoing programs with the collaborative strengthening of initiatives in areas in which RD already has a solid base. These include expertise on tenure and resource access issues, human and institutional issues relating to the promotion of multi-purpose tree species, regional and spatial analyses of economic production, and the expansion and refinement of the application of Geographic Information Systems.

The focus of RD's attention in the future will be on the initial implementation of a major collaborative project on Sustainable Agriculture with the Office of Agriculture. This project will support interdisciplinary research and development work on major constraints to and applications of sustainable agriculture. An additional step in the consolidation and strategic improvement of RD's natural resources management portfolio will be a to restructure and strengthen the highly successful Development Strategies for Fragile Lands project. This will include improvements in the approaches and methodologies used, expanding its scope to all three regional bureaus, intensifying collaboration with other S&T offices and ensuring that the core resources are available to initiate and maintain a serious and well directed research agenda under the project. The possibility of incorporating funding for related RD activities under this project will be explored in order to and simplify the RD portfolio.

Conclusion. Focusing on these three elements represents a sharpening in S&T/RD's agenda, building on and refining its traditional rural focus while retaining its long standing goal of reducing poverty through access to resources, broadened economic participation and self help. The Agency now looks at economies much more as holistic systems in which urban and rural economic activities are integrated through factor markets. RD follows this more holistic approach in its strategy but concentrates on developing and strengthening institutions and incentives that open up the economic growth process to broader participation and contribute to natural resource and agricultural sustainability.

Office of Rural and Institutional Development (S&T/RD)



1. Agricultural Marketing Improvement Strategies
2. Decentralization: Finance & Management
3. Implementing Policy Change

1. Access to Land, Water & Other Natural Resources II
2. Appropriate Technology International III
3. Communication for Technology Transfer in Agriculture (with S&T/ED)
4. Development Strategies for Fragile Lands (with LAC/DR)
5. Experimental Approaches to Rural Savings Mobilization
6. Financial Resources Management
7. Food Security in Africa (with AFR/TR)
8. Forestry/Fuelwood Research & Development (with S&T/FENR and ENE/TR)
9. Human Settlements & Natural Resource Systems Analysis II
10. Managing Energy & Resource Efficient Cities

S&T/RD Projects: Quick Reference Guide

Division	Project Name	Focus	Project No.	Principal Cooperator
Institutional Development & Management	Agricultural Marketing Improvement Strategies (AMIS)	Performance of Agric. Marketing Systems	936-5447	Abt Associates
	Decentralization: Finance and Management (DFM)	Decentralization of Local and Recurrent Costs	936-5446	Associates in Rural Development, Inc.
	Implementing Policy Change (IPC)	Improved Policy	936-5451	Management Systems International
Regional & Resource Development	Access to Land, Water and Other Natural Resources II (ACCESS II)	Access to Natural Resources, Securing Rights to Resources	936-5453	Land Tenure Center University of Wisconsin
	Appropriate Technology International III (ATT III)	Development & Replication of Technologies Appropriate to LDC's	936-5455	Appropriate Technology International
	Communication for Technology Transfer in Agriculture (CTTA)	Agriculture Technology Transfer	936-5826	Academy for Educational Development
	Development Strategies for Fragile Lands (DESFIL)	Management of Fragile Steep Slopes & Humid Tropical Forests	936-5438	Development Alternatives, Inc.
	Experimental Approaches to Rural Savings Mobilization (EARS)	Savings Mobilization & Policy Reform	936-5315	The Ohio State University
	Financial Resources Management (FIRM)	Formal & Informal Financial Markets;	936-5450	The Ohio State University
	Food Security in Africa	Upgrading of Instit. & Professional Capacities for Food Systems Policy Analysis	931-1190	Michigan State University
	Forestry/Fuelwood Research & Development (F/FRED)	Increasing Production of Forestry Goods & Services	936-5547	Winrock International
	Human Settlements & Natural Resource Systems Analysis II (SARSA II)	Natural Resource Management; Rural-Urban Relations	936-5452	Clark University
	Managing Energy & Resource Efficient Cities (MERECE)	Resource Efficient Urban Growth	936-5402	Tennessee Valley Authority

PROJECT TITLE

Access to Land, Water, & Other Natural Resources II (ACCESS II)

Project No.: 936-5453

Grant No.: DHR-5453-A-00-9048-00

Duration: 8/1/89 - 12/31/98

Contract No.: DHR-5453-B-00-9078-00

Geographic Scope: Worldwide

Agreement Termination Date: 12/31/93

Services Available: Basic and applied research, consultancy services, workshops, and training.

Core LOP Budget: \$6.0m

Remaining Buy-In Capacity: \$9.3m

Purpose: To improve host countries' and the development community's understanding of relationships between resource tenure and sustainable economic growth, and to facilitate the application of such understanding to development programs and policies.

Description: ACCESS II addresses the need of development practitioners for a better understanding of land and resource tenure issues and their developmental impact. Project activities focus on three common themes: land markets and transactions; tenure issues in natural resource management; and institutional and structural dimensions of tenure change. Two issues which cut across the three common themes will also receive special attention: tenure security and impact of land/resource tenure arrangements on women.

Accomplishments: ACCESS II builds on work carried out under ACCESS I, which successfully conducted research and consulting services in over 20 countries in Africa, Latin America and the Caribbean. To date, 30 missions worldwide have expressed interest in ACCESS II.

Publications: Under ACCESS I, numerous publications and working papers, including: chapters in *Land and Society in Contemporary Africa* (1988) and *Searching for Agrarian Reform in Latin America* (1989); *Land Tenure and Investment in African Agriculture: Theory and Evidence*.

Means of Access: Services for basic and applied research can be accessed through a contribution to the Cooperative Agreement. Technical services can be accessed through a Basic Ordering Agreement. In both cases, scopes of work are discussed with the S&T project officer, and PIO/Ts submitted to MS/OP/W/R through the S&T project officer.

Contacts for Support

A.I.D. Project Manager

Gloria D. Steele

A.I.D./S&T/RD/RRD, Rm. 608 SA-18

Washington, D.C. 20523

Tel.: (703)-875-4567

FAX: (703)-875-4394

Cooperator

Dr. John Bruce

Land Tenure Center

1300 University Avenue

Madison, WI

Tel.: (608)-262-3657

FAX: (608)-262-2141

PROJECT TITLE

Agricultural Marketing Improvement Strategies (AMIS)

Project No.: 936-5447

Contract No.: DHR-5447-Z-00-7074-00

Duration: 09/87 - 09/93

Contract Termination Date: 09/30/93

Services Available: research/TA

Geographic Scope: Worldwide

Core LOP Budget: \$2.5m

Remaining Buy-In Capacity: \$2.6m

Purpose: To enhance USAIDs' and host-country institutions' ability to design, implement, and evaluate improvements in agricultural marketing systems.

Description: The project is designed to: develop methodologies for rapidly assessing marketing systems; prepare staff papers on key market issues; and provide an inventory of successful innovations improving marketing systems. In addition, AMIS is committed to carrying out activities in collaboration with USAIDs in three areas: rapid appraisals to identify constraints; detailed examination of systems constraints; and pilot innovations.

Accomplishments: \$3.5 million in Mission "buy-ins" have enabled AMIS to carry out rapid appraisals, applied research, and special studies in Niger, the Gambia, Nepal, Cameroon,

Madagascar, Chad, the Philippines, Tunisia, Senegal, Liberia, Burundi, Bolivia, Guatemala, Lesotho, Kenya, Somalia, and the Central African Republic.

Publications: "Operational Guidelines: Rapid Appraisal of Agricultural Marketing Strategies," 1988, by Holtzman, Martin, and Abbott; "Operational Guidelines for Rapid Appraisal of Parastatally Dominated Agricultural Marketing Systems," 1988, by Gulliver; and "Agricultural Business Development in Asia and the Near East: Experience and Implications for A.I.D. Strategy," 1989, Newman, Abbott, Menegay, Hughes, Brown, Yeager, and Neff. Numerous country-specific studies available upon request.

Means of Access: Buy-ins are possible by discussing the proposal with and submitting a PIO/T through the S&T/RD/IDM project officer who will facilitate arrangements with the implementing organizations - Abt Associates, Deloitte Touche, and the Post Harvest Institute for Perishables at the University of Idaho.

Contacts for Support

A.I.D. Project Manager

Thomas Mehen
S&T/RD/IDM
Room 608, SA-18
Washington, D.C. 20523
Tel.: (703) 875-4625
FAX: (703) 875-4394

Contractor

Jerry Martin
Abt Associates
Hampden Square
4800 Montgomery Lane, Suite 500
Bethesda, MD 20814
Tel.: (301) 913-0500
FAX: (301) 652-7530

Sub-Contractors

Deloitte Touche
Post Harvest Institute for Perishables
University of Idaho

PROJECT TITLE

Appropriate Technology International III (ATI III)

Project No.: 936-5455

Grant No.: DAN-5455-A-00-9082-00

Duration: FY 90 - FY 94

Agreement Termination Date: 09/30/94

Services Available: Short- and long-term technical support; supervision and oversight services for technology project implementation; and evaluation.

Geographic Scope: Worldwide

Life of Project Budget: \$15.0m

Remaining Buy-In Capacity: \$11.0m

Project Purpose: ATI's major purpose is to get productive technologies in the hands of poor people in developing countries by testing and transferring cost-effective, innovative, development strategies that are based on applied science and technology.

Description: ATI works in three technical areas: (1) *Agricultural products processing and utilization of agricultural wastes*, such as small-scale processing and extraction of edible oils; processing of cereals and staple foods; production of animal feed from agricultural wastes; and processing of fruits and vegetables. (2) *Local mineral resource development*, such as small-scale production of cement material; small-scale production and use of lime; production of ceramics, bricks and tiles; and the improvement of ovens and kilns. (3) *Equipment and support for small farms*, such as small-scale applications of bio-technologies; use of rhizobium inoculant for increased soybean yields; protein-enriched cassava for animal feed; and production and marketing of small farm implements.

Accomplishments: Currently, ATI has projects in 20 countries in Asia, Africa, Latin America and the Caribbean.

Publications: Progress Reports regarding all on-going projects and a Workplan are prepared annually. In addition, over twenty bulletins have been published describing a particular technology, the commercial appraisal, implementation issues and replication potential.

Means of Access: ATI services can be accessed through a Basic Ordering Agreement.

Contacts for Support

A.I.D. Project Manager

Andrea Baumann
S&T/RD/RRD
Room 622, SA-18
Washington, D.C. 20523-1814
Tel.: (703) 875-4548
FAX: (703) 875-4394

Cooperator

Andrew McGuire
Appropriate Technology International
1331 H Street, N. W.
Washington, D. C. 20005
Tel.: (202) 879-2900
FAX: (202) 628-4622

PROJECT TITLE

Communication for Technology Transfer in Agriculture (CTTA)

Project No.: 936-5826
Contract No.: DPE-5826-C-00-5054-00
Duration: 05/85 - 09/93
Contract Termination Date: 09/30/92
Services Available: Research
Geographic Scope: Worldwide
Core LOP Budget: \$7.295m
Remaining Buy-In Capacity: \$12.138m

Purpose: Develop and demonstrate effective communication strategies and methods to support the adaptation and adoption of appropriate agricultural technologies among farmers.

Description: Jointly managed by S&T/ED and S&T/RD, CTTA has supported major agricultural technology transfer programs in Honduras, Peru, Jordan and Indonesia and has provided short term technical assistance in several other countries. The project increases farmers' participation in technology adaptation and transfer; researchers' ability to design appropriate technology; and extensionists' effectiveness in transferring technology to farmers.

Accomplishments: CTTA has developed an innovative and effective process for transferring agricultural technology in pilot sites in Honduras and Peru. The process provides for a high degree of farmer participation, integrates research and extension, utilizes existing personnel and resources in an orderly and cost efficient manner and inspires a high level of motivation among host country participants. In Honduras, the CTTA process has been used as the basis for a Unified Methodology for the Delivery of Services which is being applied on a national scale for all technology transfer in agriculture.

Publications: A Case Study on Farmer Innovations and Communication in Niger and numerous other specific project reports from Honduras, Peru, Indonesia, Sri Lanka, and Jordan.

Means of Access: Buy-ins for services are possible by discussing the proposal with and submitting a PIO/T to MS/OP/W/R through S&T/RD or S&T/ED. For efforts up to \$25,000, MS/OP/W/R encourages purchase orders and mission direct contracting.

Contacts for Support

A.I.D. Project Managers

Terry Hardt
S&T/RD/RRD
Room 622, SA-18
Wash., D.C. 20523-1814
Tel.: (703) 875-4445
FAX: (703) 875-4394

Anthony Meyer
S&T/ED
Room 609, SA-18
Wash., D.C. 20523-1815
Tel.: (703) 875-4620
FAX: (703) 875-5490

Contractor

Dr. Gordon Appleby
Academy for Educational Development
1255 23rd St., N.W.
Washington, D.C. 20037
Tel.: (202) 862-1900
FAX: (202) 862-1947

PROJECT TITLE

Decentralization: Finance and Management (DFM)

Project No.: 936-5446
Contract No.: DHR-5446-Z-00-7033-00
Duration: 09/87 - 09/94
Contract Termination Date: 09/30/95
Services Available: Research & TA
Geographic Scope: Worldwide
Core LOP Budget: \$16.61m
Remaining Buy-In Capacity: \$12.010m

Purpose: To provide programmatic and implementation support to regional bureaus and USAID missions for activities designed to increase decentralized capacity to: (a) finance and manage the maintenance and repair of rural roads and irrigation systems, and (b) improve institutional and public finance mechanisms necessary to sustain maintenance and repair of these infrastructure systems.

Description: Implementation began under this project in March 1988 with a focus on research and development and field testing of improved institutional arrangements through pilot demonstration activities in selected countries. Completed are a rural and feeder roads sector assessment in Bangladesh, a study of decentralized finance and management of road maintenance in Zaire, and a local fiscal integrity analysis in the Philippines.

Accomplishments: The Bangladesh rural and feeder roads assessment, completed in December 1989, provided analysis and recommendations to the Mission on major policy issues regarding rural roads for the upcoming CDSS. An FY 89 buy-in from AFR/SWA supported two types of work in the Sahel: (1) inter-donor strategies to help host countries build local incentives for natural resources management and (2) country dialogue on decentralization as a means to improve provision of local services. The latter has led to an AFR/SWA request for additional assistance for follow-on work in decentralization.

Publications: A State-of-the-Art Paper, "Institutional Incentives and Rural Infrastructures." The first issue of the DFM Newsletter was distributed in Jan. 1990.

Means of Access: Buy-ins are possible by discussing the proposal with and submitting a PIO/T through S&T/RD. For efforts up to \$25,000, MS/OP/W/R encourages purchase orders and mission direct contracting.

Contacts for Support

A.I.D. Project Manager

Theresa Ware
 S&T/RD/IDM
 SA-18, Rm 608-E
 Tel.: (703) 875-4785
 FAX: (703) 875-4394

Contractor

Louis Siegel
 Associates in Rural Development, Inc.
 P.O. Box 1397
 Burlington, Vermont 05401
 Tel. (802) 658-3890
 FAX: (802) 658-4247

Sub-Contractors

Indiana University
 Syracuse University

PROJECT TITLE

Development Strategies for Fragile Lands (DESFIL)

Project No.: 936-5438
Contract #: DHR-5438-C-00-6054-00
Duration: 09/86 - 08/96
Contract Termination: 09/91
Services Available: Applied Research/Technical Assistance
Geographic Scope: Latin America and the Caribbean
Core LOP Budget: \$6.550m
Remaining Buy-In Capacity: \$9.741m

Purpose: To help improve national and regional strategies for management of fragile lands, steep slopes and humid tropical forests.

Description: DESFIL assists in developing and implementing strategies to arrest degradation of fragile lands in order to permit sustained production of food, income and fuel. Working closely with other S&T projects it focuses on: (1) **policies** - understanding their effects on fragile lands; (2) **strategies** - developing more sustainable resource management; (3) **institutions** - identifying appropriate opportunities and incentives for public and private sectors; (4) **technologies** - assisting in adaptive research, dissemination and monitoring; and (5) in-

centives - exploring incentive systems of farmers and decision-makers in order to design more effective fragile lands programs and policies.

Accomplishments: Numerous and wide-ranging, including preparing natural resource strategies (El Salvador, Honduras); environmental monitoring (Costa Rica); natural resource management evaluations (Jamaica, Dominican Republic); environmental awareness and education workshops (Ecuador, Honduras); and leadership of the Tropical Forestry Action Plan in Guatemala. DESFIL puts great emphasis on coordination with other donors, especially the World Bank and the Inter-American Development Bank.

Publications: Numerous technical research reports, including "Watershed Management in Haiti: the STAB Experience" and "Strategy for Conservation and Development of the Southeast Peninsula of St. Kitts"; complete bibliography available upon request.

Means of Access: Standard buy-in procedures; to date DESFIL has received funding from 12 LAC Missions, and from the ROCAP.

Contacts for Support

A.I.D. Project Managers

Raymond Waldron
LAC/DR/RD
Room 2242, N.S.
Wash., D.C. 20523
Tel.: (202) 647-5682
FAX: (202) 647-8098

or
Michael Yates
S&T/RD/RRD
SA-18, Rm. 608
Washington, D.C. 20523
Tel.: (703) 875-4688
FAX: (703) 875-4394

Contractor

Phil Young
Project Director
Development Alternatives, Inc.
7250 Woodmont Ave.
Suite 200
Bethesda, MD 20814
Tel.: (301) 718-8699
FAX: (301) 718-7968

PROJECT TITLE

Experimental Approaches to Rural Savings (EARS)

Project No.: 936-5315

Grant No.: DAN-5315-A-00-2070-00

Duration: 09/82 - 04/92

Agreement Termination Date: 04/30/92

Services Available: Research/T.A.

Geographic Scope: Worldwide

Core LOP Budget: \$4.8m

Remaining Buy-In Capacity: -0-

Purpose: To promote financial policy and institutional changes in local financial systems that will bring about indigenous savings mobilization in rural and agricultural areas.

Description: A wide variety of applied research and technical support services have been provided to USAIDs and AID/W bureaus to assist host country governments in understanding the major policy changes and institutional adjustment necessary for savings mobilization.

Accomplishments: Since its initiation, this project has provided much of the state-of-the-art re-thinking regarding the development of financial markets. Field research in beneficiary countries helped to re-orient their rural financial systems by demonstrating that targeted and subsidized credit programs for small farmers rarely achieve either their production goals or any substantial increase in rural income. Other accomplishments include a comprehensive evaluation of *Niger's* rural financial sector with recommendations for strengthening the informal sector; policy guidance in *Costa Rica* and *Bangladesh* to promote viable agricultural finance systems; and the establishment of pilot savings mobilization projects for the rural/agricultural sector in the *Dominican Republic*.

Publications: "Rural Financial Markets in Developing Countries" and "Undermining Rural Development with Cheap Credit," Adams, Graham, and Von Pischke, eds.; and "Money Interest, and Banking in Economic Development" by Fry. Complete project bibliography available upon request.

Means of Access: N/A

Contacts for Support

A.I.D. Project Manager

Terry Hardt
 S&T/RD/RRD
 Room 613, SA-18
 Washington, D.C. 20523-1814
 Tel.: (703) 875-4445
 FAX: (703) 875-4394

Informal/Rural Finance Advisor

Melissa Brinkerhoff
 S&T/RD/RRD
 Rm. 622, SA-18
 Washington, D.C. 20523-1814
 Tel.: (703) 875-4491
 FAX: (703) 875-4394

Cooperator

Dr. Richard L. Meyer
 The Ohio State University
 2120 Fyffe Road
 Columbus, OH 43210
 Tel.: (614) 292-8014
 FAX: (614) 292-7362

PROJECT TITLE

**Financial Resources
 Management (FIRM)**

Project No.: 936-5450
Grant No.: DHR-5450-A-00-9084-00
Duration: 09/89 - 12/98
Agreement Termination Date: 08/31/94
Services Available: Research/tech. assistance/training/workshops
Geographic Scope: Worldwide
Core LOP Budget: \$21.0m
Remaining Buy-In Capacity: \$15.0m

Purpose: To increase knowledge about the role and use of financial resources and improve capacity for the management of such resources, particularly in the rural and agricultural sectors of LDCs.

Description: The FIRM project analyzes and addresses the impediments to wider access by rural inhabitants to financial services. The project focuses on financial markets in the rural, informal, and agricultural sectors of LDCs, and on the following three research themes: (1) informal financial markets and their linkage with formal financial markets; (2) viability and operational performance of rural/agricultural financial institutions; and (3) policy framework and financial market regulation and supervision as these impact on the rural/agricultural sectors.

Accomplishments: This project has only recently commenced implementation. Thus far, in addition to the LAC and AFR Bureaus, more than 22 Missions have expressed interest in participating in the implementation of the FIRM research program.

Publications: Four State-of-the-Art papers, four special studies and numerous working papers are anticipated under the project.

Means of Access: Services for basic and applied research can be accessed through a contribution to the Cooperative Agreement. Technical services can be accessed through a Basic Ordering Agreement. In both cases, scopes of work are discussed with the S&T project officer, and PIO/Ts submitted to MS/OP/W/R through the S&T project officer. For efforts up to \$25,000, MS/OP/W/R encourages purchase orders and mission direct contracting.

Contacts for Support

A.I.D. Project Manager

Terry Hardt
 S&T/RD/RRD
 Room 613, SA-18
 Washington, D.C. 20523-1814
 Tel.: (703) 875-4445
 FAX: (703) 875-4394

Cooperator

Dr. Richard L. Meyer
 The Ohio State University
 2120 Fyffe Road
 Columbus, OH 43210
 Tel.: (614) 292-8014
 FAX: (614) 292-7362

PROJECT TITLE

Forestry/Fuelwood Research and Development (F/FRED)

Project No.: 936-5547
Grant No.: DHR-5547-A-00-0018-00
Duration: 06/85 - 09/95
Agreement Termination Date: 04/11/95
Services Available: Research & TA
Geographic Scope: Worldwide
Core LOP Budget: \$32.8m
Remaining Buy-In Capacity: \$4.7

Purpose: To enhance forestry/fuelwood research and research capabilities to meet basic needs of developing countries for fuelwood and other tree projects; improved land, water, and human resource management; and for increased employment and income.

Description: This project is jointly managed with S&T/FENR and ENE/TR. The project focuses on three key activities: (1) research planning and management to promote the development of country specific national fuelwood/forestry plans and programs; (2) network development and research to development monitor related research programs; and (3) global research to develop state-of-the-art papers and other technology assessments.

Accomplishments: Project accomplishments include the organization of national seminars to establish interdisciplinary networks of scientists to address forestry/fuelwood research issues in the humid/sub-humid and arid/semi-arid tropics. Network meetings have also been held in several countries with discussion and exchange of biological and socio-economic research results. A major curriculum activity is also developing guidelines to strengthen social forestry training in Asian institutions.

Publications: Publications include case studies in four countries examining farmer's tree growing objectives. These cases examined existing and potential tree/farm forestry/land utilization systems and markets, labor and unemployment issues.

Means of Access: Services can be accessed through a contribution to the Cooperative Agreement. Scopes of work are discussed with either of the S&T project officers, and PIO/Ts submitted to MS/OP/W/R through the responsible S&T project officer.

Contacts for Support

A.I.D. Project Manager

Daniel Dworkin
 S&T/RD/RRD
 Room 622, SA-18
 Wash. D.C. 20523
 Tel.: (703) 875-4433
 FAX: (703) 875-4394

Ian Morison
 S&T/FENR
 Room 503 SA-18
 Wash., DC 20523
 Tel.: (703) 875-4076
 FAX: (703) 875-4394

Cooperator

Tom Niblock
 Winrock International
 1611 N. Kent Street
 Suite 600
 Arlington, VA 22209
 Tel.: (703) 525-9430
 FAX: (703) 525-1744

PROJECT TITLE

Food Security in Africa

Project No.: 931-1190
Contract No.: DAN-1190-A-00-4092-00
Duration: 08/77 - 11/91
Agreement Termination Date: 11/91
Services Available: Applied Research, Policy Analysis/ Dialogue
Geographic Scope: Africa
Core LOP Budget: \$13.5m
Remaining Buy-In Capacity: \$9.3m

Purpose: To upgrade African institutional and professional capabilities to develop and manage solutions to food security problems and achieve more reliable and productive food systems that benefit both producers and consumers.

Description: The project focuses on the interaction of technological change, institutional reforms and policy formulation in overcoming food production and marketing constraints.

Working closely with local institutions it examines factors affecting food security at the household, national and regional levels.

Accomplishments: The project has carried out successful food security research, training and policy dialogue in many African nations, including Mali, Rwanda, Senegal, Somalia, and Zimbabwe. In Mali, for example, project interventions led to major re-orientations in policy, encouraging abolition of official producer and consumer prices, credit for grain traders, and establishment of a public price and market information system. Annual project-sponsored food security conferences (Harare and Washington, D.C.) are widely recognized as the most important gatherings of food security researchers and policy analysts worldwide.

Publications: Numerous technical publications and working papers, including Weber, Michael *et al.*, "Informing Food Security Decisions in Africa: Empirical Analysis and Policy Dialogue," *American Journal of Agricultural Economics* (December 1988). Complete project bibliography available upon request.

Means of Access: Contributions to the Cooperative Agreement are negotiated through S&T/RD/RRD.

Contacts for Support

A.I.D. Project Manager

Gloria Steele
S&T/RD/RRD
Room 608, SA-18
Washington D.C. 20523-1814
Tel.: (703) 875-4567
FAX: (703) 875-4394

Cooperator

Dr. Michael Weber
Michigan State University
Dept. of Agricultural Economics
East Lansing, Michigan 48824-1039
Tel.: (517) 353-8639
FAX: (517) 353-1888

PROJECT TITLE

Human Settlement and Natural Resource Systems Analysis II (SARSA II)

Project No.: 936-5452

Grant No.: DHR-5452-A-00-9083-00

Duration: 03/89 - 09/94

Agreement Termination Date: 09/29/94

Services Available: Applied research and technical assistance

Geographic Scope: Worldwide

Core LOP Budget: \$7.6m

Remaining Buy-In Capacity: \$5.0m

Purpose: To generate and apply knowledge of regional production and resource management systems in order to enhance A.I.D., other donor, and host country knowledge and ability to plan and implements, projects, programs, and policies resulting in broad-based, sustainable income growth.

Description: The project focuses on the integration of rural regions including both rural and urban areas into more efficient and equitable economic markets. It also focuses on the role of regional economics in the establishment, management and maintenance, in ecological balance, of sustainable natural resource systems.

Accomplishments: This project has only just commenced implementation. However, research in peri-urban areas in three African countries, Mozambique, Mali, and Botswana, has already been initiated.

Publications: At least three regional case studies and two project syntheses, in addition to numerous country studies and working papers are anticipated under the project.

Means of Access: Contributions to the Cooperative Agreement with Clark University are possible by discussing the proposal with and submitting a PIO/T to MS/OP/W/R through S&T/RD/RRD. For efforts up to \$25,000, MS/OP/W/R encourages purchase orders and mission direct contracting.

Contact for Support

A.I.D. Project Manager

Daniel Dworkin
S&T/RD/RRD
Rm. 622 SA-18
Washington, D.C. 20523-1814
Tel.: (703) 875-4433
FAX: (703) 875-4394

Cooperator

Dr. Gerald Karaska
Department of Geography
Clark University
950 Main Street
Worcester, MA 01610
Tel.: (617) 793-7310

Sub-Contractors

Institute for Development Anthropology
Virginia Polytechnic Institute

PROJECT TITLE

Implementing Policy Change (IPC)

Project No.: 936-5451

Contract No.: TBD

Duration: 03/90 - 12/96

Termination: TBD

Services Available: Applied and action research, technical assistance

Geographic Scope: Worldwide

Core LOP Budget: \$5.1m

Remaining Buy-In Capacity: \$14.5m

Purpose: To improve the policy implementation performance of LDC managers through their use of strategic management processes and methods.

Description: The project focuses on the implementation of policies designed to promote broad-based income growth, particularly in situations where desired new policies are difficult to put into effect through traditional organization structures and management practices. Cross-cutting policies at the macro and sectoral level will receive project support, with special at-

tention given to those whose objectives include natural resource conservation.

Accomplishments: This project has not yet commenced implementation. However, thus far, in addition to the A.I.D. Regional Bureaus, more than 25 Missions have expressed interest in participating in the implementation of the IPC research program.

Publications: Implementing Policy Change, Louise G. White, 9/89. Numerous other publications from the IPC's predecessor project, the Performance Management Project, are available upon request.

Means of Access: Buy-ins to the project are negotiated through the S&T/RD project manager.

Contacts for Support

A.I.D. Project Manager

Jeanne North
S&T/RD/IDM
Room 608, SA-18
Wash., D.C. 20523-1814
Tel.: (703) 875-4587
FAX: (703) 875-4394

Development Management Advisor

Pat Isman
S&T/RD/IDM
Room 622, SA-18
Wash., D.C. 20523-1814
Tel.: (703) 875-4698
FAX: (703) 875-4394

Contractor

Larry Cooley
Management Systems International
600 Water St., S.W.
Washington, D.C. 20024
Tel.: (202) 484-7170
FAX: (202) 488-0754

Sub-Contractors

Abt Associates
University of Maryland
Development Alternatives, Inc.

PROJECT TITLE

Managing Energy and Resource Efficient Cities (MEREK)

Project No.: 936-5402
PASA No.: BST-5402-P-TV-2179-00
Duration: 9/82 - 9/91
Termination Date: 09/30/91
Core LOP Budget: \$1,740,000
Remaining Buy-In Capacity: \$1,000,000
Services Available: City demonstrations and technical assistance, training, and publications.
Geographic Scope: Worldwide

Project Purpose: To undertake applied research and demonstration projects in smaller cities to establish institutional arrangements, urban planning and management systems, and technologies that will support resource efficient urban growth.

Description: The project, which began July 1982, uses the idea of resource system management to directly determine and coordinate areas of local priority intervention. It has been very successful in developing and demonstrating planning, administrative, and technological approaches to management and development in secondary cities.

Accomplishments: MEREK demonstrations were conducted in Tacloban, Philippines; Guarda, Portugal and Phuket, Thailand. In each city the MEREK approach led to improved municipal energy and resource efficiency, new private enterprise opportunities, additional urban employment, improved cost recovery, strengthened municipal management and self-sustaining local development activities. MEREK has demonstrated the benefits of involving municipal officials and representatives of other levels of government together with business leaders and other community representatives in examining municipal operations in a sustained ongoing effort.

Means of Access: Buy-ins to the project are negotiated through the S&T/RD project manager.

Contacts for Support

A.I.D. Project Manager

Dan Dworkin
 S&T/RD/RRD
 Room 608, SA-18
 Washington, D.C. 20523-1814
 Tel.: (703) 875-4433
 FAX: (703) 875-4394

Contractor

James Gober
 OPN/RED/DPS
 Tennessee Valley Authority
 Old City Hall Bldg. (1896)
 Knoxville, TN 37902
 Tel.: (615) 632-4291

IQCS

Rural and Regional Income Generation and Resource Management

Purpose: To provide short-term technical services in the areas of rural and regional income generation and resource management to AID/Washington, USAID missions, and AID-assisted host countries.

Services Available: Services may be provided in the context of program or project planning, design, evaluation, or implementation. Services may include: a) broad country, regional, sectoral, or global program analyses; b) limited-scope studies in support of identification, design, start-up, or evaluation of specific programs and projects; c) design of planning, implementation, and evaluation methodologies, development of associated agency and cooperating agency procedures, and the teaching of those methodologies and procedures.

Tasks that may be assigned under delivery orders may involve the following subject areas:

- A) Rural and regional income generation: agricultural production and marketing; rural finance; local organizations; agricultural parastatals; agricultural policy; household income streams and strategies; off-farm employment; short, medium, and long-term household, farmer, and other potential beneficiaries' adaptive strate-

gies; public and private sector support activities; adequacy and effects of transportation and communications systems; rural-urban linkages and dynamics; secondary cities, towns, and rural settlements.

- B) Rural and regional resource management: rural land use and land tenure; watershed management; irrigation system management; fragile lands management; forest utilization and conservation; grassland use and regulation; determination of access rights and dispute adjudication; and rural energy organizations.

Project Status: Contracts were awarded in August, 1988. Contracts will be competed again for award by August, 1991.

Contacts for Support

A.I.D. Contacts

Contracting questions: Mission or Regional A.I.D. Contracts Officer

Technical questions, non-contract:

Terry Hardt

S&T/RD/RRD

Room 620, SA-18

Washington, D.C. 20523

Tel.: (703) 875-4445

FAX: (703) 875-4394

Contractors

Tropical Research & Development, Inc.

(Small business set-aside contract)

Ms. Sally Dickinson

519 N.W. 60th Street, Suite D

Gainesville, FL 32607

Tel.: (904) 378-1886

Contract No. PDC-5315-I-00-8102-00

Robert R. Nathan Associates, Inc./IRG Ltd. (joint contract)

Dr. Jennifer Bremer-Fox

1301 Pennsylvania Avenue, N.W., Washington, DC 20004

(202) 393-2700

Contract No. PDC-5315-I-00-8100-00

Development Alternatives/Institute for Development

Anthropology/Research Triangle Institute (joint contract)

Mr. Michael Colegrove

624 Ninth Street N.W., Washington, DC 20001

Tel.: (202) 783-9110

Contract No. PDC-53115-I-0-8101-00

IQCS

Institutional Development and Management

Purpose: To facilitate access by USAID missions, A.I.D. Washington, and host country governments in A.I.D. assisted countries to short-term technical services in the area of institutional development and development management.

Services Available: Services may be provided in the context of program or project planning, design, evaluation, or implementation. Services may include: a) broad country, regional, sectoral, or global program analyses; b) limited-scope studies in support of identification, design, start-up, or evaluation of specific programs and projects; c) design of planning, implementation, and evaluation methodologies, development of associated agency and cooperating agency procedures, and the teaching of those methodologies and procedures.

Tasks that may be assigned under delivery orders may involve the following subject areas:

- A) General technical assistance to conduct analyses in the following areas: sustaining development programs/projects; decentralization of government services; privatization of government functions; implementing policy reforms; participation of beneficiary/target groups; and recurrent costs of development projects.
- B) Specific technical assistance to strengthen national level public administration and civil service systems; strengthen capacity of sub-national government units; strengthen private sector organizations and groups; assess institutional capacity of business school and other management training entities; establish management systems and techniques; budgeting, revenue generation and administration; debt management, cash management and management of financial services management information systems including computer based information systems.
- C) Training assistance to aid USAIDs in the design and implementation of activities for training techniques for organization-management-administration including organizing specific organization based in-service efforts; and/or formal training programs for business, public or non-government organizations.

Project Status: Contracts were awarded in August, 1988. According to standard practice, contracts will be competed again in August, 1991.

Contacts for Support

A.I.D. Contacts

Contracting questions: Mission or Regional A.I.D. Contracts
Officer

Technical questions, non-contracting:

Thomas J. Mehen
S&T/RD/IDM
Room 608, SA-18
Washington, D.C. 20523
Tel.: (703) 875-4625
FAX: (703) 875-4394

Contractors

DAC International Inc.
Mr. Timothy Jenkins
2101 S Street, N.W.
Washington, D.C. 20008
Tel.: (202) 698-1070
FAX: (202) 387-4925
Contract Number: PDC-1096-1-00-7172-00

Development Associates, Inc./Development Alternatives, Inc.
(joint venture)
Jack Sullivan
2924 Columbia Pike
Arlington, VA 22204
Tel.: (703) 979-0108
Contract Number: PDC-5317-1-00-5127-00

Management Systems International (MSI)
Larry Cooley, President
600 Water Street, S.W.
Washington, D.C. 20024
Tel.: (202) 484-7170
Contract Number: PDC-5317-1-00-8122-00

PROJECTS CURRENTLY
UNDER DEVELOPMENT
(S&T/RD)

PROJECT TITLE AND NUMBER

Agribusiness Strategies

Initial Year of Obligation: FY 92

Goal: To foster private sector agribusiness growth and development, including joint ventures in developing countries.

Purpose: To research, test and develop systematic approaches to encourage private sector agribusiness growth.

Problem: Agribusiness development is complex and confronts a multiplicity of problems. Agribusiness refers to all of the operations involved in the manufacture and distribution of farm supplies; production operations on the farm; and the storage, processing and distribution of farm commodities and items made from them. Raw materials on which agribusiness depend are seasonal, that is, available at the end of a crop cycle, and they are variable in that both quality and quantity can change, and often they also are highly perishable. These variations in supply can lead to substantial risk. Hence the creation, development and expansion of agribusinesses are difficult tasks requiring coordination of operators, transporters, warehousemen, processors, and distributors handling the physical commodities and appropriate financial support services as well as public sector policies. A key problem for developing effective policies and strategies is ensuring that these efforts are based upon an awareness of how the agricultural commodity system operates and how the interactions of the parts function.

Description: The project will have two principal emphases: First, it will place special emphasis on identifying and analyzing ways to improve the abilities of private entrepreneurs to identify, assess, plan and carry-out successful agribusiness ventures. In this same vein, the project will also research and develop techniques to inform US agribusiness about potential collaborative ventures in developing countries and serve as a catalytic agent to bring local and foreign investors together. Second, the project will develop more systematic approaches, using the commodity sub-sector approach, to help policy makers and public sector officials evaluate regulatory, pricing, legal and other policies that impact on the agribusiness sector.

PROJECT TITLE AND NUMBER

Development Strategies for Fragile Lands II

Initial Year of Obligation: FY 86, PACD 9/30/96; (second contract to begin 9/30/91)

Goal: To arrest degradation of fragile lands to permit sustained production of food, income and fuel.

Purpose: To develop, test, implement and disseminate comprehensive strategies for more sustainable use of fragile lands in developing countries.

Problem: Increasing rates of environmental degradation of fragile lands worldwide threaten irreversible destruction of much of the rural resource base. In many A.I.D. assisted countries the effects of improper management of fragile lands affects millions of people living in – and beyond – these fragile environments. For example, off-site impacts of erosion can include increased flooding, loss of hydro-electric capacity, and damage to downstream crops, irrigation facilities and roads. The decline in the physical resource base adversely affects social and economic welfare, and falling incomes force more farmers to move to even more fragile environments or to already overcrowded urban areas. This creates a cycle that leads to the perpetuation of extreme poverty, with ever increasing destruction of the natural resource base.

Description of the Project: Experience under DESFIL shows that local participation in the design and implementation of natural resource management programs is critical to development and adoption of more effective resource management practices. DESFIL's mobilization of such participation through workshops, network building and campaigns involving a broad spectrum of private and public sector institutions has been an effective way to build support for improved regional and/or national strategy design and implementation. This work, and DESFIL's efforts to use improved communications tools to help build awareness and consensus for more sustainable resource management, should be strengthened and expanded. The current project paper calls for DESFIL research and technical assistance in LAC only. However, the wealth of experience, capacity, and "lessons learned" under DESFIL should be applied more broadly to help address the urgent issues associated with fragile lands management in AFR and ANE. Further, the research and knowledge-building dimension of the project should be intensified. An amendment to the project paper to precede initiation of the second competitively awarded DESFIL contract is the most effective way to address these important needs and opportunities.

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PROJECT TITLE AND NUMBER

Food Security II*Initial Year of Obligation:* FY 91, FY 2001

Goal: To help ensure that all people have sustainable access to adequate food supplies throughout the year.

Purpose: To develop and strengthen institutional and professional capacities to plan and implement improved food security strategies that increase efficiency of food systems and that benefit both producers and consumers.

Problem: Many A.I.D.-assisted countries strive hard to insure that their populations have access to adequate food supplies throughout the year. However, experience shows that achieving national food security objectives is often a difficult task. Hunger and malnutrition can be chronic problems that drain a country's productive capacities and encourage degradation of the resource base. They slash returns to investment in human resources, and cripple economic growth. At the same time, the threat of food riots or famine can block adoption of the tough policy changes needed to restructure ailing economies, and thwart progress towards democratic pluralism. "Natural" food security problems like drought can be overshadowed by man-made ones, including poor economic policies, inadequately designed institutions, and inappropriate technologies; together these can limit the productive and distributive efficiency of food systems. Consequently, a large share of scarce government and donor resources are often devoted to dealing with periodic food crises that could have been avoided, rather than to fostering longer-term and sustainable food security.

Description of the Project: This follow-on to the highly successful Food Security in Africa project (931-1190, PACD 11/91) will build on that earlier effort's solid foundation of state-of-the-art research, networking, training and policy dialogue. Regarded by many as the lead effort worldwide in food security research and analysis, project activities have been linked to important policy change in several African nations and the demand for project services has been exceptionally high (buy-in to core ratio of almost 8:1). Recent discussions with other offices (e.g. S&T/N) and bureaus indicate that this wealth of experience and capacity should be strengthened and applied more broadly however, to help address urgent and related food security problems in other parts of the world. Specifically, this project will (1) develop new knowledge, operational approaches and analytical methods that enhance the ability of governments to identify problems, analyze program alternatives, and formulate strategies that achieve food security goals; and (2) develop new understanding of how to upgrade institutional and professional capabilities for managing national food systems worldwide.

PROJECT TITLE AND NUMBER

Rules and Institutions in the Transition to Democracy*Initial Year of Obligation:* FY 92

Goal: To broaden and increase the benefits of political, civic and economic pluralism in developing countries.

Purpose: To enhance LDC and A.I.D. capability and performance in understanding, analyzing, designing, and implementing measures to foster democratic decision-making systems, civic participation, and economic opportunity in developing countries.

Problem: In many countries dramatic reforms are underway; there is need at various levels for rewriting of constitutions and laws, organizing parliamentary and other structures of representation, moving toward federalist or other non-central structures of governance, and revamping the entire panoply of subsystems which support representation and economic opportunity for the people in more open societies. A.I.D.'s missions and regional bureaus are improving assistance mechanisms to take advantage of fast-emerging opportunities. In LDCs where reform movements are still weak, there is need to identify means to support change, to take account of political sensitivities, and to promote advocacy of democratic and economic reforms. To effectively encourage and support democratic and economic pluralist movements in the countries A.I.D. works with, more systematic knowledge of the processes leading to change—and the relative importance of different kinds of change—is required.

Description: The project will advance four main kinds of activity. *First*, this project will support immediate field studies and assistance to missions concerned with understanding and participating in host country dialogues focused on strengthening the rules and institutions necessary for transition to pluralistic, democratic decision-making systems.

Second, it will support a program of research to identify conceptual frameworks, historical, theoretical and analytical material, and practical case material. The objective of this activity will be to broaden the Agency's understanding of the institutional, legal and behavioral bases of democratic and pluralistic orders to provide a stronger underpinning for Agency and regional policy and strategy, and for country programming.

Third, the project will identify and enlist a cadre of experienced U.S. and LDC practitioners in the art of designing and supporting implementation of democratic and other pluralistic change. The cadre will call upon and apply the approaches and methods developed by the project's knowledge generation element. These applied activities will be continuously strengthened through a self-conscious learning approach which the project will facilitate through seminars, workshops, and training in this country and overseas.

Fourth, the project will support the development of, and exchange among, regional networks of practitioners and researchers working on democratic, civic, and economic pluralism. It could also provide support to private, non-partisan institutions which provide forums for advocating and assessing pluralistic reforms.

PROJECT TITLE AND NUMBER

Sustainable Agriculture Systems CRSP

Initial Year of Obligation: FY 91

Preliminary Goal Statement: To ensure the long term sustainability of global food production systems.

Preliminary Purpose Statement: To implement a program to conceptualize and institutionalize a systems based strategy in sustainable agriculture.

Problem: Agricultural practices in many developing countries are often unsustainable. Sustainable agriculture systems based on interdisciplinary planning and research can, when coupled with the appropriate policy environment, reverse the environmental degradation of such systems, maintain and increase net productivity and improve people's incomes and lives.

Background: The planning project in FY 90 contracted with the National Academy of Sciences to design a global implementation plan for a sustainable agriculture CRSP to be supported by S&T/AGR and S&T/RD. A.I.D. together with BIFAD and the university and environmental communities will place particular emphasis on areas as soil ecology, cultural practices, integrated pest management, socio-economics and integration of agricultural, social and ecological disciplines. This planning activity will provide creative new approaches in interdisciplinary research.

Project Description: The Sustainable Agriculture CRSP will specifically:

- support interdisciplinary systems approaches to technical research, human development and institutional strengthening.
- conduct sustainable agriculture research in broad theme areas, using interdisciplinary approaches, at selected international sites.
- promote the generation, transfer and commercialization of economically and environmentally sustainable production technologies.
- simultaneous attention to the high priority themes of productivity, social equity and conservation of natural resources are the basic elements of the focus statement and the proposed program.