

9310209 (2)

1. PROJECT TITLE: **Managing Planned Agricultural/Rural Development Phase II**

2. PROJECT NO. (I.D. No.): **931-11-190-209**

3. RECIPIENT (specify):
 COUNTRY
 REGIONAL
 INTERREGIONAL **TAB**

4. LIFE OF PROJECT
 BEGINS FY: **76**
 ENDS FY: **80**

5. SUBMISSION: **2/6/76**
 ORIGINAL
 REV. NO. _____
 CONTR./PASA NO. _____

II. FUNDING (\$000) AND MAN MONTHS (MM) REQUIREMENTS

A. FUNDING BY FISCAL YEAR	B. TOTAL \$ (000)	C. PERSONNEL		D. PARTICIPANTS		E. COMMODITIES \$	F. OTHER COSTS \$	G. PASA/CONTR.		H. LOCAL EXCHANGE CURRENCY RATES \$ US (U.S. OWNED)		
		(1) \$	(2) MM	(1) \$	(2) MM			(1) \$	(2) MM	(1) U.S. GRANT LOAN	(2) COOP COUNTRY	(A) JOINT
1. PRIORITY ACTUAL FY	0											
2. OPRA FY 76+T0	962	562	206			400	962	206				
3. BUDGET FY 78	535	306	100			229	535	100				
4. BUDGET #1 FY 79	330	159	60			271	330	60				
5. BUDGET #2 FY 80	74	30	9			44	74	9				
6. BUDGET #3 FY												
7. ALL SUBO. FY												
8. GRAND TOTAL	1901	1057	375			844	1901	375				

9. OTHER DONOR CONTRIBUTIONS

(A) NAME OF DONOR	(B) KIND OF GOODS/SERVICES	(C) AMOUNT

III. ORIGINATING OFFICE CLEARANCE

1. DRAFTER E. Thomas Chapman TA/DA E.J.C.	TITLE Ass't General Development Officer	DATE 2/6/76
2. CLEARANCE OFFICER Jerome T. French, TA/DA E.J.C. / J.F.	TITLE Act'g. Dir. Office of Dev. Administration	DATE 2/6/76

IV. PROJECT AUTHORIZATION

1. CONDITIONS OF APPROVAL
 This Project Paper was received and endorsed by the R&DC at its January 14, 1976 meeting. The R&DC requested a clarifying memorandum, dated January 23, 1976, which is attached and made part of this Project Paper.

2. CLEARANCES

BUR/OFF.	SIGNATURE	DATE	BUR/OFF.	SIGNATURE	DATE
TA/PPU	Helen Vaitaitis	2/9/76			
TA/PPU	Carl R. Fritz	2/11/76			

3. APPROVAL AS OR OFFICE DIRECTORS SIGNATURE: <i>[Signature]</i>	DATE: 2/24/76	4. APPROVAL A/ID (See H.O. 1025.1 VI C) SIGNATURE: _____	DATE: _____
TITLE: AA/TA		ADMINISTRATOR, AGENCY FOR INTERNATIONAL DEVELOPMENT	

UNITED STATES GOVERNMENT

Memorandum

TO : R&DC Members

DATE: Jan 23, 1976

FROM : Carl R. Fritz, TA/PPU *CRF*

SUBJECT: Project Paper #931-11-190-209
Managing Planned Agricultural and Rural Development
Phase II

Attached is a supplementary memorandum prepared by TA/DA which covers discussion of the subject Project Paper at the R&DC meeting held January 14, 1976. Issues raised and responses provided are summarized herein.

It is intended to submit the Project Paper with PROP Face Sheet to Mr. Farrar for approval after one week from the date of this memorandum. Your optional comments are solicited, to be incorporated in the Action Memorandum for Mr. Farrar's consideration.

A copy of the Project Paper was forwarded to you with the R&DC agenda memo of January 6, 1976.



UNITED STATES GOVERNMENT

Memorandum

TO : Mr. Carl Fritz, TA/PPU

DATE: Jan 22, 1976

FROM : Jerome French, TA/DA 

SUBJECT: Development Administration Project Paper #931-11-190-209
Managing Planned Agricultural and Rural Development Phase II
(GTS-KPA #6)

Issues raised concerning the subject proposal at the R&DC meeting held January 14, 1976 are presented as follows with TA/DA responses. The meeting was chaired by Mr. John Gunning, Asst. Director, TA/PPU. R&DC members present at the meeting for discussion of the project were:

Mr. William M. Feldman, LA/DR
Mr. Woodrow Leake, AFR/DS
Mr. Von Yoder, ASIA/TD/RD

Others attending the meeting were representatives from TA/DA (Messrs. Chapman, Worthington, Tinnermeir, French) and TA/PPU (Ms. Vaitaitis).

Mr. French introduced the project paper and made the following comments relating to previously identified Regional Bureau concerns.

1. The project is a follow-on to TAB Agricultural Management Project 931-11-720-936. The latter project was reviewed last October by a team chaired by W. Averill former Deputy Director TA/AGR; Mr. Kenneth Sherper, AFR/DS; Ms. Grace Langley, NES/TECH; Mr. Abe Weisblat, Director Research and Training Network, Agricultural Development Council; and Mr. Francisco Nadal, Head of the Agricultural Management Team of the Inter-American Institute of Agricultural Sciences in Costa Rica.

In developing the new PP TA/DA was particularly concerned with implementing the review team's recommendations to: a) provide sufficient funds and time to carry out an effective in-country testing of the product of the previous project in two countries, and b) that the test effort reach sufficient numbers within those countries to make a significant impact on their agricultural development programs.



2. Mr. French pointed out that the new project is not aimed simply at presenting a training program, but rather to create in two countries a self-sustaining system for continuous improvement of the management effectiveness of both the individuals and the organizations in which they serve. (See pp 31-35 of the project paper) This, together with point 1 above, explains why it is so extensive and expensive in character.

3. TA/DA recognizes the dilemma of concentrating its efforts in only two countries in order to have a significant impact in them versus the equally pertinent need to achieve a multi-country spread effect. The office has tried to provide for the latter in the PP through provision for involvement of a regional institution in each region which can serve as a mechanism for broader dissemination and application of the methodology.

4. The project also provides for creation of a field support capability for immediate application in other LDCs in response to regional bureau/USAID requests without jeopardizing work to be accomplished in the two test countries.

The following summarizes the points raised by regional bureau representatives following Mr. French's remarks and the explanation made thereto.

1. Issue: Mr. Feldman pointed out that the PP focuses on middle and lower level managers and implies that higher level agricultural managers in LDCs have generally had sufficient prior exposure to modern management techniques to be supportive. We have to be careful not to assume too much and must assure that top managers of the test countries will in fact be sufficiently supportive of the effort. This support is essential for success of the project.

Response: Mr. French stated this will be a criterion in country selection. The six-week pilot training program conducted in July-August of 1975 was designed to actually involve top-level managers in the last two weeks of the training as participants. This procedure proved very successful and is one promising means of ensuring the support of decision makers in the test countries.

2. Issue: Mr. Feldman raised the possibility of bringing into the project training institutions in the two countries in which the project is being tested if this would not complicate relationships too much to be practical.

Response: Training institutions in the two countries will be brought into the project. The intention is to work with institutions which are already established. We will avoid setting up a separate new training institution but train trainers from existing local training facilities to conduct the training and to strengthen those institutions' capability to the point where the new agricultural management training program introduced will be established on a self-sustaining basis. This will be done directly by the contractor in each of two pilot countries selected and will be extended to other interested countries through the collaborating regional institutions. Thus the country, collaborating institutions and the regional institutions are not the same and have different roles. The regional institution will be involved at the beginning of the project and will work closely with the U.S. contractor on country testing of the materials through the mechanism of the advisory committee. Regional workshops to be held at the regional institutions will be used to exchange information and experience and disseminate project results.

3. Issue: Mr. Feldman commented that the project paper seems to express undue apprehension that indigenous cultural and social factors might impede using the techniques involved. Mr. Feldman, while recognizing these legitimate concerns, expressed confidence in the pertinence of the subject, the usefulness of the materials developed by the predecessor project and the ability of a competent contractor to apply them. He felt that in Latin America at least there is sufficient concern for better management in agriculture that such factors would not be a critical impediment.

Response: The review team evaluating the earlier project emphasized the need for adequate testing to establish a satisfactory degree of cross-cultural applicability including testing in at least one non-English speaking country. TA/DA attempted to reflect the review team's concern in the new PP. However, as stated in the PP we do not believe different cultural and social factors will seriously impede acceptance and use of the methodology.

4. Issue: The cost of the project seems high. Mr. Feldman suggested savings might be achieved by working more through regional institutions where capability exists and by reducing the number of U.S. contract personnel or using organizations such as USDA who already have agricultural programs.

Response: Because of the different approach taken from that employed in existing training programs, TA/DA feels use of people who developed and thoroughly understand the methodology to support the in-country application phase is very important. The PP provides for training host country trainers and transferring full responsibility to them as quickly as possible. The intention is to share results with the regional and country institutions involved and let them take over as quickly as possible.

5. Issue: Mr. Feldman noted that speed-up in project implementation could be effected by selection of the countries simultaneously with contract negotiations.

Response: Mr. French stated that TA/DA desired full regional bureau participation both in developing criteria for country selection and in making selections. While preliminary work could be done in the interim, the contractor should not be faced with a fait accompli but rather allowed to participate in the final selection. TA/DA agrees that bureau knowledge of country specific conditions will be a valuable aid to country selection. One immediate decision which will have to be made if the project is approved will be to decide how to reply to the request from the Government of Guyana, endorsed by the USAID, that it be given priority consideration as one of the two pilot countries.

6. Issue: It was suggested by Mr. Leake that if two countries only are involved, the project might better be done by the regional bureau concerned.

Response: It could be done this way if only one region were involved, however, TA/DA's intention was to select countries in two different regions. The need for agricultural management training has been highlighted by all regional bureaus and restriction to one region would preclude effective cross-regional interchange. If any of

the regional bureaus would like to incorporate the work into their own programs, e.g., the existing agricultural management activity in Ghana, TA/DA would be happy to cooperate in that effort. USAID Manila has already approached us about doing so there.

7. Issue: Mr. Leake also noted that one-factor solutions to development problems, i.e., training, are insufficient and feasibility of new training techniques is best tested within an integrated agricultural development program. Also considerable training of indigenous agricultural managers has already been accomplished through prior AID and other donor programs in a number of countries.

Response: TA/DA agrees that one factor solutions are not effective. The training is task and problem oriented. It is designed to help managers implement multifaceted programs. TA/DA expects to make the existence of complementary factor inputs a criterion in the selection of test countries.

Mr. Gunning noted the lack of full attendance and recommended that TAB circulate a supplementary memorandum outlining issues raised by the regional bureaus, the TA/DA replies, and inviting comments for the consideration of the AA/TA. He suggested the project paper would be fully adequate when supplemented by whatever comments the bureaus may make and would not require rewriting. This recommendation was accepted by the members present.

Although no formal note was taken Mr. Von Yoder of the ASIA Bureau indicated the ASIA Bureau recommendation for approval.

It is TA/DA's conclusion from the discussion in this meeting that the other Bureaus represented had no fundamental objections to the PP. TA/DA concludes that the PP is acceptable to them when supplemented by the responses to issues raised in the R&DC meeting, as recorded herein.

TA/DA agrees the PP does not require rewriting and recommends this issue paper be circulated to regional bureaus for comments as suggested by Mr. Gunning. If no formal objections are received within one week from the circulation of the PP, TA/DA recommends it be forwarded to the AA/TA, Mr. Farrar, for his approval.

February 11, 1976

ACTION MEMORANDUM

TO: AA/TA, Mr. Curtis Farrar

FROM: TA/PPU, Carl R. Fritz

Problem: Your approval is requested of the project, Managing Planned Agricultural/Rural Development Phase II, No. 931-11-190-209, KPA 6, Project Monitor, E. Thomas Chapman, TA/DA.

Discussion: This five year {76-80} project is a follow-on to the Agricultural Management Project, 931-11-720-936. The latter project was reviewed in the fall of 1975 by a team of Agency and outside experts headed by William Averill, former Deputy Director of TA/AGR. The team concluded that the activity "meets a high priority need of most LDCs" and recommended "that AID continue to pursue the project goal and provide adequate funding to bring the training system and materials to at least two carefully selected LDCs". This project will implement the review team's recommendation.

Under the project, a Contractor will work with collaborating research and training institutions in two LDCs to assist them in the development and operation of in-country training materials and programs based on the materials and methodologies developed in the previous project. An advisory committee will be established to assist in the development of an evaluation of the materials and to make a comparative analysis of the relative utility of the approaches involved vis-a-vis others now available or under development. At least two inter-regional training and research centers such as the Inter-American Institute of Agricultural Sciences or the Food and Technology and Development Institutes at the East-West Center will be invited to participate in the project. This participation will be effected through representation on the advisory committee, collaborating in developing training materials and by serving as the locus for multi-country workshops at which the results obtained in the in-country work will be shared and exchange made of knowledge and materials pertaining to training of LDC agricultural managers. The project also provides for creation of a field support capability for immediate application in other LDCs in response to regional bureau/USAID requests without jeopardizing work to be accomplished in the two test countries.

The intention of the project is to provide sufficient training and post-training technical support to create a self-sustaining training system and enough trained managers to have a discernible

impact on the host country's agricultural and rural development effort. End of project status will also be represented by an operational network for continuing exchange of knowledge and materials pertaining to training of agricultural managers, and continuing non-project funded use of the materials and expertise developed by other LDCs, other donors and other elements of AID.

The estimated life-of-project cost is \$1,901,000 as shown on the attached Project Paper Face Sheet. Separate fiscal year budgets are set out in pages 42 to 53 of the attached Project Paper {TAB B}.

The Project Paper was discussed at the R&DC meeting of January 14, 1976. Attached is a summary of the issues raised and responses provided. {TAB C}. Since AFR questioned the project and there was not a quorum present, optional comments subsequently were solicited from R&DC members. AFR since has endorsed the project and no unfavorable comments were received from other R&DC members.

Recommendation: That you approve the proposed project, "Managing Planned Agricultural and Rural Development Phase II", by signing the attached PROP Face Sheet. {TAB A}.

Managing Planned Agricultural/RD Phase II

Project No. 931-11-190-209

Agency for International Development

Bureau for Technical Assistance

Office of Development Administration

December 15, 1975

Table of Contents

	Page
Part 1 Summary and Recommendations	
A. Project Face Sheet	1
Logical Framework	2
B. Recommendations	3
C. Description of Project	4
D. Summary of Findings	8
E. Project Issues	10
Part 2 Project Background and Detailed Description	
A. Project Background	13
B. Detailed Description	21
Part 3 Project Analysis	
A. Technical Analysis	29
B. Economic and Social Aspects	38
C. Financial Plan	40
Part 4 Implementation Arrangements	
A. Analysis of Recipients & AID's Implemen- tation Arrangements	54
B. Implementation Plan	56
C. Evaluation Arrangements	57
Appendix 1 - Planned Performance Tracking Network Chart	
Appendix 2 - Tentative List of Topics for the Training Courses	

AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT PAPER FACESHEET TO BE COMPLETED BY ORIGINATING OFFICE		1. TRANSACTION CODE ("X" appropriate box) <input checked="" type="checkbox"/> Original <input type="checkbox"/> Change <input type="checkbox"/> Add <input type="checkbox"/> Delete		PP <hr/> DOCUMENT CODE 3
2. COUNTRY/ENTITY Interregional		3. DOCUMENT REVISION NUMBER GTS KPA 6		
4. PROJECT NUMBER 931-11-190-209		5. BUREAU TAB		6. ESTIMATED FY OF PROJECT COMPLETION FY 80
7. PROJECT TITLE - SHORT (stay within brackets) Managing Planned Agric./R.D. Phase II		8. ESTIMATED FY OF AUTHORIZATION/OBLIGATION a. INITIAL 76 b. FINAL FY 80		

9. ESTIMATED TOTAL COST (\$000 or equivalent, \$1 =)						
a. FUNDING SOURCE	FIRST YEAR FY <u>76</u>			ALL YEARS		
	b. FX	c. L/C	d. Total	e. FX	f. L/C	g. Total
AID APPROPRIATED TOTAL	229		962	289		1900
(Grant) TA	(229)	()	(962)	(289)	()	(1900)
(Loan)	()	()	()	()	()	()
Other	1.					
U.S.	2.					
HOST GOVERNMENT						
OTHER DONOR(S)						
TOTALS						

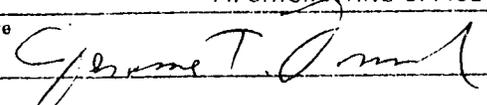
10. ESTIMATED COSTS/AID APPROPRIATED FUNDS (\$000)										
a. Approp-riation (Alpha Code)	b. Primary Purpose Code	c. Primary Tech. Code	FY _____		FY _____		FY _____		ALL YEARS	
			d. Grant	e. Loan	f. Grant	g. Loan	h. Grant	i. Loan	j. Grant	k. Loan
FN			562		400			535		1900
TOTALS			562		400			535		1900

12. PROJECT PURPOSE(S) (stay within brackets) Check if different from PID/PRP

To establish training programs for agricultural plan implementation (and management) in two LDCs and transfer the methodology and materials developed to two or more national or regional agricultural training and research centers and USAIDS.

13. WERE CHANGES MADE IN BLOCKS 12, 13, 14, or 15 OF THE PID FACESHEET? IF YES, ATTACH CHANGED PID FACESHEET.

Yes No

14. ORIGINATING OFFICE CLEARANCE				15. Date Received in AID/W, or For AID/W Documents, Date of Distribution			
Signature 		Date Signed					
Title		mo. day yr.		mo. day yr.		mo. day yr.	

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Life of Project:
From FY 76 to FY 80
Total U. S. Funding \$1,900,000
Date Prepared: 12/75

Project Title & Number: Managua Planned Agriculture/RD Phase II No. 811-1-180-009

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS																																										
<p>Program or Sector Goal: The broader objective to which this project contributes: Accelerate the rate of agricultural and rural development within LDCs, particularly the productivity and incomes of members of the small farm sub-sector.</p>	<p>Measures of Goal Achievement:</p> <ol style="list-style-type: none"> Increases in the productivity and incomes of small farmers. Increases in food production. Decreases in food imports. 	<ol style="list-style-type: none"> Collect baseline data re: annual yields and levels of income of rural population prior to project outset and subsequently sample the affected population to determine production and income increases. Sector analyses of socio-economic changes. 	<p>Assumptions for achieving goal targets:</p> <ol style="list-style-type: none"> Compatibility between ag. and rural dev. policies of recipient gov'ts and project goal. 																																										
<p>Project Purpose: To establish training programs for agricultural plan implementation in 2 LDCs and transfer the methodology and materials developed to two or more national or regional agricultural training and research centers (ATRCs) and to USAIDs.</p>	<p>Conditions that will indicate purpose has been achieved: End of project status.</p> <ol style="list-style-type: none"> Agric. Management Training (AMT) general and country specific meth. and materials developed. AMT courses conducted in 2 LDCs. AMT system installed and self-sustaining in 2 LDCs. AMT system and basic meth. materials transferred to 2 or more ATRCs who in turn disseminate trg. package to other LDCs via consulting services. AMT info. exchange network established between various organizations working on problem of AMT. Trainees providing improved mgt. of 	<ol style="list-style-type: none"> General and country specific manuals and/or materials and their endorsement by the Project Advisory Committee (PAC). Course schedules or curricula as well as bi-annual reports of in-country evaluation team. Country specific trg. pkg. as well as independent system performance assessment 6-12 months after end of project. ATRC trg. pkg. and reports. Workshop proceedings and annual PAC reports. PAC reports, ATRC reports, workshop proceedings, contractor reports, on-site visits by project monitor and consultants. 	<p>Assumptions for achieving purpose:</p> <ol style="list-style-type: none"> Incr. mgt. competence accepted by recipients as means of improving ag. and rural dev. program performance. Trn. meth. and materials can be made congruent to cultural norms and mgt. environment of recipients. Demand for ag. mgt. training/consulting increases. 																																										
<p>Outputs:</p> <ol style="list-style-type: none"> Basic tested Agricultural Management Training (AMT) and guidance materials pkg. AMT training courses. Workshops/seminars. AMT info. exchange network between various organizations working on problem of AMT. Trained agricultural managers. 2 self sustaining AMT systems 	<p>Magnitude of Outputs: agric. and rural dev. programs.</p> <table border="1"> <thead> <tr> <th></th> <th>FY'76</th> <th>'77</th> <th>'78</th> <th>'79</th> <th>'80</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td></td> <td>X</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2.</td> <td></td> <td>X</td> <td>X</td> <td>X</td> <td>X</td> </tr> <tr> <td>3.</td> <td></td> <td></td> <td></td> <td>X</td> <td>X</td> </tr> <tr> <td>4.</td> <td></td> <td></td> <td></td> <td>X</td> <td>X</td> </tr> <tr> <td>5.</td> <td></td> <td>X</td> <td>X</td> <td>X</td> <td>X</td> </tr> <tr> <td>6.</td> <td></td> <td></td> <td></td> <td></td> <td>X</td> </tr> </tbody> </table>		FY'76	'77	'78	'79	'80	1.		X				2.		X	X	X	X	3.				X	X	4.				X	X	5.		X	X	X	X	6.					X	<ol style="list-style-type: none"> General and country-specific manuals and/or materials and their endorsement by PAC. Course schedules or curricula as well as bi-annual reports of the in-country evaluation team (IET). Workshop proceedings. Workshop proceedings and annual PAC reports. PAC reports, ATRC reports, workshop proceedings, contractor reports, on-site visits by project monitor and consultants. Examination of host country budgetary and other support to training activity. Analysis of trainee utilization and performance. 	<p>Assumptions for achieving outputs:</p> <ol style="list-style-type: none"> Recruitment under contract(s) of highly capable professionals is possible. 2 LDC collaborating countries and appropriate institutions are identifiable. Appropriate organizations in the countries selected are available to carry out training. Organizations working on problem of AMT are interested in forming info exchange network. 2 or more ATRCs have adequate staff commitment and funding to participate in the project.
	FY'76	'77	'78	'79	'80																																								
1.		X																																											
2.		X	X	X	X																																								
3.				X	X																																								
4.				X	X																																								
5.		X	X	X	X																																								
6.					X																																								
<p>Inputs:</p> <ol style="list-style-type: none"> Contractor(s) and collaborating entities (consultants, staff, training equipment). Training methods and materials produced under prior FA/DA Project 720-936. AID/W project monitor and consultants. 	<p>Implementation Target (Type and Quantity)</p> <table border="1"> <thead> <tr> <th></th> <th>FY'76</th> <th>IQ</th> <th>'77</th> <th>'78</th> <th>'79</th> <th>'80</th> </tr> </thead> <tbody> <tr> <td></td> <td>(000)</td> <td></td> <td>(000)</td> <td>(000)</td> <td>(000)</td> <td>(000)</td> </tr> <tr> <td>1.</td> <td>562</td> <td></td> <td>400</td> <td>535</td> <td>330</td> <td>73</td> </tr> <tr> <td>2.</td> <td>1 package</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3.</td> <td>8 m/m</td> <td></td> <td>8 m/m</td> <td>8 m/m</td> <td>8 m/m</td> <td></td> </tr> </tbody> </table>		FY'76	IQ	'77	'78	'79	'80		(000)		(000)	(000)	(000)	(000)	1.	562		400	535	330	73	2.	1 package						3.	8 m/m		8 m/m	8 m/m	8 m/m		<ol style="list-style-type: none"> Contract(s) Memor. of Agreement Project 720-936 materials FERs and consultant time sheets 	<p>Assumptions for providing inputs:</p> <ol style="list-style-type: none"> Availability of highly qualified dir. hire, consultants and contract staff. Availability of adequate resources of 2 LDCs and 2 or more ATRCs. 							
	FY'76	IQ	'77	'78	'79	'80																																							
	(000)		(000)	(000)	(000)	(000)																																							
1.	562		400	535	330	73																																							
2.	1 package																																												
3.	8 m/m		8 m/m	8 m/m	8 m/m																																								

B. Recommendations

It is recommended that the following actions be approved: Grant Funds (General Technical Services) \$1,900,000.

PART I.

C. Description of the Project

This project is intended to complete a five-phased program of activity which was initiated under an earlier multifaceted AID Project (Agricultural Management Project 936). The first two phases: Assembly of basic information for improved formulation, implementation and management of agricultural and rural sector plans, programs and projects (Phase I); and, design of a course of instruction to transfer the information to LDC agricultural and rural development managers (Phase II) are targetted for completion by 6/76. This project will fund the accomplishment of the final 3 phases which are: Phase III, Adaptation and Application of the training materials and course of instruction in two LDCs to test their utility and effectiveness; Phase IV consultancy services to institutionalize a system for continuous upgrading of agricultural and rural development management competency within the two countries; Phase V compilation and dissemination of materials and experience gained in implementation of the project to LDCs, intermediaries, USAIDs and other interested entities.

A pilot training course for LDC agricultural managers was conducted under the previous project in the summer of 1975.

It was favorably evaluated by the participants as well as an independent outside evaluator.¹ Strong indications of interest in participating in the in-country applications phase have been received from two of the participating countries.

A review of the entire activity was conducted in the fall of 1975 by a team of AID and outside experts.² The team concluded that the activity "meets a high priority need of most LDCs" and recommended "that AID continue to pursue the project goal and provide adequate funding to bring the training system and materials to at least two carefully selected LDCs." This project will implement the Panel's recommendation. (See Section E below for issues raised by the Review).

Under the Project, a Contractor will work with collaborating research and training institutions in two LDCs to assist them in the development and operation of in-country training materials and programs based on the materials and methodologies developed in the previous project. An advisory committee will be established to assist in the development of and evaluation of the materials and to make a comparative analysis of the relative utility of the approaches involved

¹"Report of Evaluation of the Pilot Training Course Agricultural Sector Implementation Project," Charles Kieffer, Sr., Consultant. 4 September 1975.

²"Review of Governmental Affairs Institute-Agricultural Sector Implementation Project." Averill, et.al. 30 October 1975.

vis-a-vis others now available or under development. At least two inter-regional training and research centers such as the Inter-American Institute of Agricultural Sciences or the Food and Technology and Development Institutes at the East-West Center will be invited to participate in the Project through representation on the advisory committee, collaborating in developing training materials and by serving as the locus for multi-country workshops at which the results obtained in the in-country work will be shared and exchange of knowledge and materials pertaining to training of LDC agricultural managers can occur. The project will also provide field support to selected USAID projects in agricultural management training.

It is anticipated that development of country specific training materials and training of trainers for the two countries will be accomplished by the end of the first year of the Project. In-country training of agricultural managers will commence near the end of the first quarter of the second year of the project and continue throughout the life of the project and beyond. Full-time external technical assistance (assuming it is needed) will be withdrawn by the end of the second year of in-country work and replaced by periodic

consulting assistance. The amount of technical assistance required during the last two years of the project will depend in large part on the quality and experience of country personnel available and the degree of government and institutional commitment, as well as the size and level of development of the country. The intention is to provide sufficient training and post-training technical support to create a self-sustaining training system and enough trained managers to have a discernable impact on the host country's agricultural and rural development effort. End of project status will also be represented by an operational network for continuing exchange of knowledge and materials pertaining to training of agricultural managers, and continuing non-project funded use of the materials and expertise developed by other LDCs, other donors and other elements of AID.

D. Summary of Findings

The Project is addressed to a high priority LDC need which is broadly recognized and will help meet high priority AID goals of improving productivity and income of the rural poor as well as increased LDC agricultural output. While the Project will work primarily in only two countries provision is made for achieving a broader spread effect and for institutionalizing improved performance in the two countries concerned and a self-sustaining and growing spread of benefits within and beyond the two countries during project implementation and in the post-project period.

The technology to be employed, while still under development has shown good promise of effectiveness in limited test applications made to date. It is judged suitable and ready for further development and final testing in actual LDC country situations through the means provided by this Project.

Implementation of the Project is complicated by distance factors and the number and variety of implementing entities. This will be off-set by development and maintenance of a fully agreed upon time phased work plan which clearly delineates the roles and responsibilities of all parties involved and includes precise timing of project outputs and inputs; and by close and continuous project monitoring and evaluation. Competent personnel will be available in TA/DA to manage this effort, backed up by consultants and experts.

Assuming approval in January 1976, it is expected that the Project can be ready for implementation by 30 June 1976 and completed by 30 June 1980 (See Appendix I Project Performance Tracking Chart).

E. Project Issues

1. The draft training Manual and its source base developed under the prior contract has elicited considerable negative (as well as positive) comment from reviewers. The contractor (Governmental Affairs Institute) has acknowledged the Manual's shortcomings and expects to make significant improvements in it prior to conclusion of the current contract. A change order in the contract under the existing project has been initiated to focus the balance of the work on making these improvements.

While it will not be possible to substantially alter the source base during the time period available efforts are being made to expand it along the lines recommended. Despite improvements needed, the Manual in its present state was judged by the evaluator of the earlier Pilot Training Course to have been highly useful in support of the training program. We believe it will be adequate, with improvements to be made prior to the new Project's inception, to support development of in-country materials.

However, since country specific training support materials will be developed for each of the country testing efforts planned under this Project, the content of the existing manual is not a critical determinant of the prospects for success in this project.

2. Prior Project Reviews found professional staffing insufficient to accomplishment of stated project objectives

and recommended that moving to the in-country application phase be subject to strengthening of the professional staff. This issue will be resolved by the requirement in the Project Implementation Plan that contractor professional staffing, in line with recommendations of the prior reviews, be accomplished prior to the inception of in-country work.

3. The prior Project Review also recommended careful selection, though exploratory visits, of the developing countries in which the Project would be implemented with selection allowing for extremes in both need and experience and a deliberate attempt made to include countries with scarce human and financial resources. Provision for meeting these recommendations has been made in the Project.

4. Inadequate funding levels and time horizons were also identified as problem areas in prior reviews. A very conscious effort has been made to provide for adequacy on both counts in the design of this Project. The time frame of the Project exceeds the minimum felt necessary by the Review Committee.

5. Africa Bureau comments received on the Project at the PID stage questioned the cost effectiveness of concentrating the effort in two countries and suggested consideration be given to the alternative of working with institutions in a number of countries on synthesizing and improving materials and methods already developed.

While there is much attraction for seeking ways to respond more rapidly and on a broader front to the need which the project is intended to address and this approach is being followed in other TA/DA Projects, we do not feel it is a suitable alternative for this particular project because the essential purpose is to establish and test the utility of a particular training program for agricultural plan implementation in an LDC setting. This will not involve making modifications to existing materials and methods but rather the installation of a whole new process on a pilot test basis. We believe the results obtained will be sufficient to make possible a rapid extension of the activities to other countries after the testing in one or two countries is completed and have provided for this in the project. However, we do not believe it would be either wise or feasible to attempt to carry out the work planned in more than two countries at this stage.

PART 2. Project Background and Detailed Description

A. Background

(1) The Need

From the early 1960's and on into the 1970's dissatisfaction with the rate of progress in solving agricultural development problems has spread. As the elements of modern agriculture were developed by scientists, it was assumed that new found knowledge would be applied to meet rising demands for food and agricultural products. Many important problems have been attacked. Scientists have learned to control disease and insect pests, developed new plants highly efficient in use of nutrients, water and energy, created engineering devices for handling crops or saving labor, developed soil tests and fertilizer formulae. Institution builders and entrepreneurs have created schools, marketing facilities and related institutions.

It was assumed that these developments were available for all. In fact, to furnish and achieve proper combinations of factors and inputs on the part of the individual farmer, particularly the small subsistence farmer, is a highly sophisticated activity, generally underestimated or inadequately understood by technicians and administrators of agricultural programs.

To draw the small farmer into modern agriculture requires a capacity on the part of both the private sector and governments to plan and implement, mount and synchronize a large array of programs and activities. This must be done in a way that will provide timely delivery of knowledge, goods, services in an agricultural system which includes: (a) the farmers themselves; (b) those who instruct the farmers in the use of new technology; (c) suppliers of inputs; (d) those involved in research and development efforts leading to improved agricultural practices; (e) individuals and institutions concerned with prices and marketing; (f) programs for training of research workers, extension or change agents or production specialists; (g) organizations involved in implementation, synchronization, or financing of the national effort; and (h) the planning offices.

The intensified and expanded efforts by the major donor agencies and the LDC governments in agricultural and rural development also impose increasing burdens on local agricultural and other rural institutions and managers. The international assistance agencies, dissatisfied with progress under national planning and project-by-project investment strategies, are increasingly emphasizing multi-faceted, multi-component, integrated sectoral

and multi-sectoral development assistance. For these development strategies to succeed, sector ministries must be able to coordinate and integrate their own internal activities, resolve conflicts, and maintain effective inter-ministerial linkages. Too often national agricultural, food and nutrition, health and population, and education plans have failed to achieve their goals and targets due to inadequate coordination and deficiencies in the design, implementation, control, and evaluation of sector projects. Thus, management training needs to be more sector oriented, practical and specific and be based on models and styles appropriate to the less-developed countries.

Efforts to deal with the complexities of this entire system have placed great stress on scarce resources particularly trained manpower, always at a premium in LDCs. At the same time the increased complexity itself requires greater managerial skill.

The need for increased attention to those managerial aspects of agricultural and rural development is well established among other donors. In June 1971, an FAO/SIDA symposium on Agricultural Institutions for Integrated Rural Development held in Rome, repeatedly identified management administration and organizational

problems as major impediments to successful implementation.

In a paper prepared for students in the Economic Development Institute Agriculture Projects Course, Mr. S.R. Sen, Executive Director International Bank for Reconstruction and Development, states:

A good investment program may be undone if administrative arrangements are poor. On the other hand, sound administration may salvage a relatively poor investment program and secure even better results than the plan targetted for. Close touch with the operations at the field level and readiness both to adjust patterns and procedures to the needs of the farmers and to undertake new experiments where the situation so demands are essential pre-requisites of a good plan of implementation.

Most recently the AID Work Group on Management Improvement and Development Administration reviewed managerial elements of on-going and planned programs and concluded in its June 1975 report: "that management improvement in the developing countries clearly merits high level, continuing attention as a vital dimension of efforts to improve the quality of life in those countries... In combination with other vital factors-- social, economic, and technical-- improved management can make a substantial difference. It is an essential, and all too often missing, ingredient of development efforts."¹ In commenting on the report,

¹Report of the AID Work Group on Management Improvement and Development Administration (Hall Work Group).

USAID missions welcomed additional attention to the managerial dimension in AID projects and programs.

(2) Past Activity

In early 1970, the Office of Development Administration of the Technical Assistance Bureau launched a study to identify key constraints to development administration in the Low Income countries. The problem identification process led to the development of a staff paper in May 1970 which identified "The lack of managerial capacity to meet programmatic needs particularly in agriculture, health, and family planning at the national, regional and local level," as one of two problems of primary concern to this office and basic Agency programs.

The process by which the key problems were identified included: (1) examination of the documentation of AID and other assistance agencies over the previous decade; (2) study of literature; (3) preparation of a series of working papers on various problems; (4) extensive discussions with AID bureau and office staff, other government departments, IBRD, U.N., etc.; and (5) circulation of a staff paper to AID/W and mission staff

officers and non-governmental authorities on development administration.

This review resulted in the establishment of an Agricultural Management Key Problem Area and subsequently a five year Agricultural Management Project. The latter project was broadly conceived and intended to address, in a multi-dimensional plane, the widespread deficiency in LDC capacity to manage agricultural development -- to plan, implement, and evaluate action programs.

One line of effort under the project dealt with agricultural plan implementation. Its purpose was to "bridge the gap" between planners and farmers in LDCs by improving the ability of LDC governments and private sector participants to manage planned agricultural development. This effort, conducted under contract with the Government Affairs Institute (GAI), was labeled the Agricultural Sector Implementation Project (ASIP) by GAI.

The rationale for ASIP was set forth in October 1973 by Mr. Jack Koteen, then Director of the Office of Development Administration (TA/DA), in a paper on development administration

¹
programs. In a section on agricultural planning and implemen-
tation, Mr. Koteen states:

..... agricultural development plans, are not
"realistic" or "implementable" at the operational
or action levels.

The plans are usually summary expressions of broad
generalizations at macro-levels (nation-wide or region-wide).

The plans rarely, if ever, reflect the specific expressed
needs and wishes of participants at the operational or implemen-
tation levels, i.e., on the farm and in the private and public
sector institutions.

All of the essential components of effective and efficient
"delivery systems" of technical and management inputs and support
services are seldom, if ever, available at the implementation
levels.

The plans are almost always conceived and designed in
"central planning offices" at national and/or ministerial levels,
i.e., "from the top down."

1

Jack Koteen, "Interregional Programs in Development Admini-
stration," October 1973, pp. 10-11. Note: Quotations contain
rearranged sequencing and added emphasis.

In this context the specific objectives of the GAI contract were:

To improve the capability of LDCs to implement agricultural and rural development plans by devising and fostering the use of improved methods (1) to appraise the feasibility of plan implementation and of management (2) to systematically relate implementation to planning.

To do this GAI, under the direction of Mr. Albert Waterston, prepared a conceptual design and an action plan for (a) assembly of basic information about how to better formulate and implement agricultural and rural development plans and programs, (b) development of training materials and methodologies to transfer this information to agricultural managers and planners, and (c) adaptation and testing of the materials and training methodology in specific countries, (d) follow-up assistance to institutionalize the system and (e) dissemination of material and experience to other countries.

Elements a&b of the above plan have been accomplished. The purpose of this project is to utilize the materials and methods developed by GAI in a significant training effort in at least two LDC countries to verify their effectiveness and to establish and vitalize a network for their broader application.

The project is in furtherance of the findings and recommendations of an expert Panel which recently reviewed the work accomplished to date by GAI.

1

B. Detailed Description

1. Program Goal

The basic goal of the project is to increase the rate of agricultural and rural development within LDCs, particularly the productivity and incomes of members of the small farm sub-sector. The project activity envisioned is a necessary but not a sufficient means to accomplish this goal. It is intended to help host country institutions and officials to accomplish the goal in particular countries by increasing their ability to effectively manage the programs and projects through which they pursue it.

2. Measures of Program Goal Achievement

The project will further refine and test in country-specific situations the training materials and methods developed under the earlier project described in the previous section. Goal achievement can be measured in the two countries in which the materials will be applied by (1) establishing the levels of income and annual yields, or proxies therefore, of farmers or other elements of the rural population who will be affected by project activities, prior to the outset of the project activities; (2) subsequently sampling the target population to determine if production and incomes have increased. Arriving at these

measurements will probably not be possible until after the project has terminated. Such measurements will establish whether the goal has been achieved but will not establish the particular degree of influence of the project on goal achievement unless controls can be set up for other factors which, besides the project activity, are necessary but not sufficient conditions for accomplishing the goal. Most probably it will be necessary to settle for a more qualitative measurement of the project's impact on goal achievement.

3. Project Purpose

The purpose of the project is to establish in two countries a self-operative and self-sustaining training system which will continuously improve the performance of agricultural managers. The object is to test and demonstrate the applicability and replicability of the training methods and materials utilized. The project will also serve as a vehicle for making materials, training assistance and consulting services available to other LDCs and USAIDs, particularly by collaborating with two or more national or regional agricultural training and research centers and by tying together a network of organizations to work on the problem and facilitate interchange.

4. End of Project Status

By the end of the project it is expected that:

- a. general agricultural management training methodologies and materials as well as country specific materials for 2 selected pilot LDCs have been developed.
- b. agricultural management courses are being conducted in 2 pilot LDCs.
- c. an agricultural management training system in the 2 pilot countries has been installed and is self-sustaining, with all activities required to operate the systems successfully being performed by local nationals, and increasing members of agricultural managers being introduced into the systems through their training elements.
- d. the agricultural management training package has been transferred to two or more agricultural management research and training centers, which in turn are disseminating the package to other LDCs via consulting services.
- e. an agricultural management training information exchange network is facilitating exchange between various organizations working on the problem of agricultural management training.
- f. trainees are providing improved management of agricultural and rural development programs.

5. Means of Verification

The end of project status will be verified by:

a. general and country specific training manuals and/or materials and their endorsement by the Project Advisory Committee

b. course schedules and/or curricula

c. bi-annual reports by an evaluation team in each of the two pilot countries

d. the training package developed for 2 pilot countries

e. workshop proceedings

f. reports of the Project Advisory Committee, agricultural research and training centers, contractor(s) and consultants

g. independent assessment of the training system established in 2 pilot countries 6-12 months after the end of the project

6. Purpose Achievement Assumptions

a. that the training materials and methodologies employed can be made sufficiently congruent to prevailing cultural norms within the countries concerned: (a) to be acceptable to the trainees during the training; and (b) so that the performance techniques taught can be subsequently applied effectively within the work environments of the trainees;

b. that sufficient numbers of managers can be trained in the two countries within the time frame of the project and can subsequently demonstrate the beneficial results of the training in their post-training on-the-job performance to constitute a critical mass for purposes of convincing the host government or other funding sources to maintain and expand the training and management support system;

c. increased management competence will be accepted by recipients as a means of improving agricultural and rural development program performance;

d. the demand for agricultural management training and consulting increases;

7. Project Outputs and Output Indicators

The outputs and output indicators for the project will be:

1. Basic tested Agricultural Management Training (AMT) and guidance materials package scheduled by 8/77;
2. AMT training courses scheduled by 8/77;
3. Workshops/seminars, the first scheduled for 2/78 and held annually for balance of project;
4. AMT info. exchange network between various organizations working on problem of AMT scheduled by 2/78;

5. Trained agricultural managers, scheduled to begin by 9/77 and continuing for balance of project;

6. 2 self sustaining AMT systems scheduled by 6/80.

8. Output Verification

Outputs will be verified by:

a. examination of host country budgetary and other support to the agricultural management training activity;

b. course schedules or curricula;

c. bi-annual reports by an evaluation team in each of the two pilot countries;

d. the training package developed for 2 pilot countries;

e. workshop proceedings;

f. reports by the Project Advisory Committee; agricultural research and training centers, contractor(s) and consultants;

g. independent assessment of the training system established in 2 pilot countries 6-12 months after the end of the project.

9. Output Assumptions

Project output assumptions are:

a. that capable persons can be identified and recruited under the basic contract(s) to assist local nationals in the accomplishment of the outputs specified above;

b. that two appropriate LDC countries interested and willing to cooperate in having the project carried out in their countries can be identified. Note: An effort will be made to select at least one relatively less developed country, and one which is non-English speaking, for the test applications;

c. that appropriate and qualified organizations in the countries selected can be identified to carry out the training activities envisaged;

d. organizations working on the problem of agricultural management training are interested in participating in an information exchange network;

e. 2 or more national or regional agricultural research and training centers have adequate staff commitment and funding to participate in the project.

10. Project inputs and implementation target:

a. The contract is scheduled for signing by 6/30 and the principal contractor(s) staffing is expected to be completed by 9/76.

b. Field contractors and collaborating entities are expected to be on board by 11/76.

c. Training methods and materials produced under a prior TA/DA project, 720-936, are expected to be available by 6/30/76.

d. 8 man months during the 4 year life span of the project will be required of the AID/W project monitor and consultants.

Because of the experimental nature of the project, it is contemplated that it will be necessary to fund a substantial amount of effort by the principal contractor(s) and supporting sub-contractors (both U.S. and LDC) during the early phases of materials preparation and training course operations.

11. Input Verification

The means of verifying inputs are:

- a. contracts;
- b. memos of agreement;
- c. project 720-936 training materials;
- d. PERs and consultant time sheets.

12. Input Assumptions

Assumptions for providing inputs are:

1. availability of highly qualified direct hire, consultants and contract staff;
2. availability of adequate resources of 2 pilot LDCs and 2 or more agricultural training and research centers.

Part 3. Project Analysis

A. Technical Analysis

1. Background

The need for trained managers at middle to lower levels far exceeds LDC institutional capabilities to produce them. Further, specific training materials to help meet the need are not readily available. There is great need for catalogued and concise analyses of practical experience in major substantive problem areas and case studies. Currently, the materials most often used in training do not have immediate applicability to the situation in the country for which instruction is given.

While there is widespread agreement on the need for improving managerial abilities at all levels in both the public and private sectors, no single approach has been found to be most satisfactory in bringing about such managerial improvement.

Conventional approaches to managerial education-- courses in "principles," theory, or tools and techniques-- have not been adequate to deal with the dynamics of change. Little attention has been given to effective program and project management and implementation. The training that

is available often takes a narrow focus, emphasizing, for example, technical specialties, economic analysis, or specific management tools. Higher-level administrators and staff analysts may have training opportunities, but not their supporting line and staff subordinates. Much of the training omits essential perspective and skills (e.g., how to organize integrated programs involving several organizations.) Literature exists on methods of economic and financial analysis, network planning and work scheduling techniques; but much less has been written and few training programs exist that adequately expand the knowledge and skills of administrators in organizing, resource mobilization, complex decision-making, problem-solving, decentralized coordination and integration, benefit-incidence measurement, and program and project implementation and evaluation.¹

Concern for management requirements as related to the Agricultural development activities has been exhibited by the growing number of LDCs which have launched projects to improve their capability in this area. The current Ghana effort in management education and training, the earlier Turkey agricultural management training program, the planning implementation management system in Kenya and the recent IICA

¹/ For an elaboration of these points see Dennis Rondinelli and Raymond Radosevich, "Sectoral Project Administration and Development Planning---The Changing Strategy of International Assistance," Graduate School of Management, Vanderbilt University, 1974.

agricultural management experience in seven Central and Latin American countries are illustrative of attempts to improve performance in this critical area.

These promising efforts merit improved AID/W and contract analysis and backstopping to increase their chances of success and replication. Ongoing evaluation and integration of field experience into a body of knowledge and methods that can be made available for use by others is much needed. This was a finding of the AID/Work Group on Management Improvement and Development Administration, which also recommended strengthening of USAID field support mechanisms. Increasing numbers of requests for hard-to-find backstopping services in agricultural management have been received by the Regional Bureaus and TAB. Relatively small-scale contracts or sub-contracts (as well as employment of consultants) can be utilized to address these specific needs in close relation to the two-country training programs planned under this project.

2. Approach

The approach of this project is to utilize a specific training process (see below) and a specific body of substantive materials (GAI Management Source Book and other published material) to develop identified skills of agric. managers. The approach emphasizes the linkages between the technical and management aspects of agricultural and rural development plans, programs and projects, and the necessity of dealing with both aspects. It also concentrates on developing skills in managing

planned agricultural and rural development (by a "learning-by-doing" technique) rather than only imparting knowledge (about what managers ought to do). This approach has been tested and modified as the result of two pilot training workshops in the U.S. composed of LDC participants. Officials from six countries were selected by AID Missions to attend the Governmental Affairs Institute's most recent Agricultural Sector Implementation Project (ASIP) training course held during July 21-August 29, 1975. The next logical step is to test its effectiveness under LDC conditions.

The method employed is based on a system of personal self-development which concentrates on team work to increase the effectiveness of both management and the organization. This technique helps organizations to cultivate their human resources more effectively, producing both a better performance by the organization and allowing employees themselves to enjoy greater commitment to and satisfaction from their work. Emphasis is placed on using specific task assignments to accomplish these ends. A task is a written training instrument defining a certain problem area in a ministry or agency or area of a developing country associated with the agricultural or rural sector. It sets forth the purpose of the task or exercise and the instructions

to follow in its accomplishment. Some thirty separate tasks were prepared for the pilot training course with specific references to the appropriate sections of the GAI Management Source Book, the basic training document for the course.

Task analysis is a comparatively new analytic and training methodology that contributes to forming a more specific training, educative, and research program in both the short and longer run. Educators and trainers using the task approach attempt to discover what potential trainees and course participants need to know, what they already know, and what can be learned in a training and possibly a longer-ranged educational program.

The GAI application of the task approach was well received by the pilot training course participants and appears to hold great promise as a training technique for future courses in the LDCs. An independent evaluation of the pilot training course also stressed the positive experience with these techniques and described the Washington training program as "...a significant and important success."^{1/}

^{1/} See Kieffer Report cited above & participant evaluations.

Even so, LDC's must be able to effectively employ these techniques to accomplish the project goal and purpose. Applying these training methods in two developing countries will test this basic assumption. It is anticipated that participants even in the relatively least developed countries will be able to employ the agricultural planning/management techniques taught because they are designed to meet differing needs and levels of competence. The training starts from where the individual is and helps him learn from his experience while operating as part of a team. It is believed that different cultural and social factors will not seriously impede the use of these techniques although there is no way to test this assumption before the fact. The existing recognition of management constraints by donors and LDC officials alike suggests a positive attitude towards the approach as a means of improving agricultural and rural development program performance.

Widespread replication and diffusion of the training techniques should be possible if the methods work in the two developing countries selected. In order to help

assure such methods are suitable for the many and diverse developing countries, the initial two test countries will be selected to represent the relatively "least-developed" as well as the "more-developed." Acceptance and effectiveness of the techniques in both countries would strongly suggest the methods would have widespread application.

3. Management Skills to be Imparted

The previously mentioned training techniques are designed to develop the basic managerial skills required by agricultural managers in LDC's to improve program and project planning, implementation and performance. Management is a complex system of functions and activities aimed at producing measurable outputs to achieve specified goals. In general, development project planning and execution involves four general categories: (1) project identification, (2) project formulation, preparation, and appraisal, (3) project implementation, coordination and control, and (4) project termination and output transfer. A training project for agricultural managers must develop appropriate and specific skills in all these categories.

A list of planned topics for the training courses is attached as Appendix 2. Briefly, the subjects include regional and national (macro) concerns and how projects and programs relate to them; data collection and analysis; identification of targets and strategies; program and project planning budgeting and financing implementation, and control; resource mobilization and training; and management tools and techniques. More specifically, the training efforts are expected to improve the following management skills and capabilities:

- understanding of unique characteristics of problems related to management of development projects and programs
- ability to clearly define goals and purposes
- capability of dividing tasks and authority and resources within an organization
- understanding of and ability to develop and control support systems (financial management, supply, personnel, transport, physical facilities)
- ability to design and manage information and feedback systems (reporting and evaluation of internal activities and of external impacts, e.g., benefit incidence measurement)

- understanding of and ability to use network analysis and other management tools (PERT, management-by-objectives, scheduling, etc.)
- understanding and use of leadership and motivational techniques
- ability to develop effective linkages with other people and organizations affecting the project
- ability to integrate and coordinate the above activities

4. Timing

This project is designed to complement existing management training programs for higher-level administrators. Many LDCs have centers which provide the more traditional public administration training. Large numbers of very effective senior policy and some mid-level officials have received management training in these centers or in the United States through university or international training programs (such as the USDA Agric. Planning Seminars), or have been exposed to modern management concepts and techniques by working with expert U.S. counterparts. But more needs to be done, especially for the middle and lower level officials. This project is expected to help fill that need and appears to be overdue given the

past emphasis on upper-level administrator training, usually in developed countries and the rapidly growing demands being placed on LDC managers as a result of the world food crisis and an ensuing effort to achieve increased production and greater equity. The activities of the proposed project will have no negative effects on the environment of host countries.

B. Economic and Social Aspects

The basic goal of this project is to increase small farmer productivities and incomes. Thus, the final test of the management activity will be its impact on these variables. However, due to a large number of intervening factors, many outside the control of project managers, direct measurement of the effect of improved management on farmer performance will be difficult if not impossible. Most probably it will be necessary to settle for more modest evaluation of the project's impact on goal achievement as explained in a later section.

Improved managerial performance resulting from training should reach all individuals and groups serviced by the particular institution receiving the training, including women. Therefore, the selection of the cooperating country, the LDC training institutions within the country, and the participants to be trained, will directly influence who receives the benefits. Every effort will be made to select two developing countries committed to rural development and to improving the lot of the small farmers and

the rural poor. Training institutions within those countries will be selected which work with individuals from private and public agencies who plan, design and implement projects and programs oriented towards the rural poor. In this way there is greater probability that benefits resulting from this project reach the appropriate target groups as identified and jointly agreed to by AID and the host government. The project will also seek to influence the increased utilization of women managers in agricultural and rural development programs.

Obviously, those LDC institutions receiving support through this project will benefit from financial support and consulting assistance of the contractor. It is expected that this assistance will also help the training institution to justify future continuous funding for the training activity by the LDC government after the project is terminated. Thus the selection of LDC institutions will impact not only upon their clientele but upon the agency itself, further illustrating care is needed in identifying institutions and countries.

Finally, it is recognized that the individuals receiving management training may, through their increased competence, receive greater remuneration or recognition relative to those not provided training. Thus, individuals

may receive some personal gain from having received management training. The exact nature and magnitude of benefits accruing to individuals and/or agencies will be difficult to predict until the actual country, institution, and individual participant selections are made.

C. Financial Plan (Grant Financed)

The total costs of this project will be borne by AID and the governments of the two LDCs selected at a later stage of the project. The host government share of the cost is indeterminate at this point since the countries have not yet been identified nor the training institutions within those countries. The specific budgets relating to those costs will be presented once selection takes place.

BUDGET SUMMARY

Managing Planned Agr./R.D.--Phase II

FY 1976*	\$562,000	
FY 1976 Interim Quarter*	<u>400,000</u>	\$962,000
FY 1978		535,000
FY 1979		330,000
FY 1980		<u>73,000</u>
TOTAL, Life of Project		\$1,900,000

* The first 21 months of the project will be incrementally funded with FY 76 funds being committed when the project starts and the FY 76 Interim Quarter shortly thereafter.

Budget Summary
(By Fiscal Year)

	FY 76 (000) IQ	FY 78 (000)	FY 79 (000)	FY 80 (000)
Personnel (162 mm)	296	165.4	91.2	16
Inflation Factor	<u>10</u>	<u>26.4</u>	<u>21.9</u>	<u>4.8</u>
Sub Total	306	191.8	113.9	20.8
Fringe	82.6	51.8	30.5	5.6
Overhead	174.4	109.4	64.5	11.9
Consultants (17 mm)	53.4	28.4	13.5	2.9
Allowances	60	33.5		
Travel	79.4	37	30.4	9.4
Per Diem	33.7	17	12	2
Regional Grants	60	20	10	
Training	20	10	10	
Evaluation			30	
Equipment	15			
Workshops	30	15		15
Other Direct Costs	47	21	16	6
TOTAL	<u>962</u>	<u>535</u>	<u>330</u>	<u>73</u>

BUDGET

Managing Planned Agriculture/RD Phase II

*FY 1976	\$562,000
*FY 1976 Interim Quarter for <u>21 months</u>	<u>\$400,000</u>
*TOTAL	\$962,000

Personnel

1 Project Director, Management/Training (21 mos. @\$33,000 p.a.)	57,000
1 Senior Planner/Management/Economist (9 mos. @\$41,000 p.a.)	31,000
1 Development Economist Training Generalist (21 mos. @\$20,400 p.a.)	35,700
2 Administrative/Research Assistant (28 mos. @\$12,500 p.a.)	29,400
2 Secretary (31.5 mos. @\$9,500 p.a.)	25,000
2 Field Directors Management Trainers (36 mos. @\$28,000 p.a.)	84,000
1 Agricultural Management/Analyst (15.75 mos. @\$25,000 p.a.)	32,800
Inflation factor for 9 mos. of 2nd year	10,000

Fringe Benefits

27%	82,600
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*The first twenty-one months of the project will be incrementally funded with FY 76 funds being committed when the project starts and the FY 76 Interim Quarter funds shortly thereafter.

Overhead

27% 174,000

Consultants

Management, Training, Planning and Agricultural Analysts and Specialists (368 days @\$145 per day) 53,400

Allowances

2 Field Directors, Housing, Education dependents and 15% incentive 32 mos. 60,000

Travel

Initial Country Selection (6 RT X 2000) 12,000 79,400
Consultant Travel (4 persons X 3 RT X 2 Countries X 1500) 36,000
Staff Travel (3 persons 3 RT X 2 countries X 1500) 27,000
Domestic Travel (8 trips @\$300) 2,400
Travel in LDC (10 trips @\$200) 2,000
\$79,400

Per Diem

33,700

Consultant (365 days X \$45 per day) 16,400
Staff (385 days X \$45 per day) 17,300
\$33,700

Regional Institute Grants

60,000

(1st year 2 @ 15) 30,000
(2nd year 2 @ 15) 30,000
\$60,000

Training

(Regional tour for training trainers 20,000
\$10,000 X 2)

Equipment

(Training equipment 2 countries X 7,500) 15,000

Workshop

(2 regions X \$15,000) 30,000

Other Direct Costs

Phone cables/supplies	5,500	47,000
Translation	5,500	
Local Clerical	16,000	
Reproduction	10,000	
Equipment Rental	5,000	
Miscellaneous	5,000	
	<u>\$47,000</u>	

TOTAL

\$961,500

FY 1978 BUDGET

Managing Planned Agriculture/RD Phase II

TOTAL for 12 months \$535,000

Personnel

1 Project Director, Management/Training (12 mos. @\$33,000 p.a.)	33,000
1 Senior Planner/Management/Economist (2 mos. @\$41,400 p.a.)	6,900
1 Development Economist/Trainer Generalist (8 mos. @\$20,400 p.a.)	20,400
2 Administrative/Research Assistant (15 mos. @\$12,600 p.a.)	25,500
2 Secretary (18 mos. @\$9,500 p.a.)	14,300
2 Field Directors, Management Trainers (20 mos. @\$28,000 p.a.)	46,600
1 Agriculture Management Analyst (9 mos. @\$25,000 p.a.)	18,700
Inflation factor 16% based on salaries from beginning of project	26,400

Fringe Benefit

27% 51,800

Overhead

57% 109,400

Consultants

Management, Training, Planning and Agriculture Analyst
(196 @\$145 per day) 28,400

Allowances

2 Field Directors for Housing, Education dependents and 15% incentive 16 mos.) 33,500

Travel

Consultant Travel
(5 RT X 2 countries @\$1,740) \$17,400 37,000
Staff travel
(5 RT X 2 countries @\$1,740) 17,400
Domestic travel
(4 RT @\$300) 1,200
Travel in LDC
(6 RT @\$200) 1,200
\$37,000

Per Diem

Consultants
(196 \$50 p.d.) \$ 9,800 17,300
Staff
(15.0 @ \$50 p.d.) 7,500
\$17,300

Regional Institute Grants

(2 Institutes @ \$10,000) 20,000

Training

(Regional tour for training trainers
2 regions @ \$5,000) 10,000

Workshops

(2 regions @\$7,500) 15,000

Evaluation

Other Direct Costs

Phone/cables/supplies	\$ 3,000	21,000
Translation	3,000	
Local Clerical	8,000	
Reproduction	5,000	
Equipment Rental	1,000	
Miscellaneous	1,000	
	<u>\$21,000</u>	

TOTAL

\$534,900

FY 1979 BUDGET

Managing Planned Agriculture/RD Phase II

TOTAL 12 mos. \$330,000

Personnel

1 Project Director, Management/Training (12 mos. @ \$33,000 p.a.)	33,000
1 Administrative/Research Assistant (4 mos. @ \$12,600 p.a.)	4,200
2 Secretary (18 mos. @ \$9,500 p.a.)	14,300
1 Management Trainer (9 mos. @ \$28,000 p.a.)	21,000
1 Agriculture Management Analyst (9 mos. @ \$25,000 p.a.)	18,700
Inflation factor of 24% based on salaries from start of project	21,900

Fringe Benefit

27% 30,500

Overhead

57% 64,500

Consultants

Management, Training, Planning and Agriculture
(90 days @ \$145 p.d.) 13,500

Allowances

Travel

Consultant Travel		30,400
(6 RT @ \$1,750)	\$10,500	
Staff		
(10 RT @ \$1,750)	17,500	
Domestic Travel		
(4 RT @ \$300)	1,200	
LDC Travel		
(6 RT @ \$200)	<u>1,200</u>	
	\$30,400	

Per Diem

Consultants		12,000
(90 days @ \$50)	\$ 4,500	
Staff		
(150 days @ \$50)	<u>7,500</u>	
	\$12,000	

Training

(Regional tours for training trainers 2 regions @ \$5,000)		10,000
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Evaluation

30,000

Regional Institute Grants

10,000

Other Direct Costs

16,000

Phones/cables/supplies	\$ 5,000
Reproduction	8,000
Miscellaneous	<u>3,000</u>
	\$16,000

TOTAL

\$330,000

FY 1980 BUDGET

Managing Planned Agriculture/RD Phase II

TOTAL 12 mos. \$73,000

Personnel

1 Project Director, Management Trainer (3 mos. @ \$33,000 p.a.)	8,300
2 Secretaries (3 mos @ 9,500)	3,400
1 Agriculture Management Analyst (1 mo. @ \$25,000)	2,000
1 Management Trainer (1 mo @ \$28,000)	2,300
Inflation factor 30% based on salaries from start of project	4,800

Fringe Benefit

27% 5,600

Overhead

57% 11,900

Consultants

(20 d @ \$145 p.d.) 2,900

Travel

Consultant Travel		9,400
(2 RT @ \$1,750)	\$3,500	
Staff Travel		
(2 RT @ \$1,750)	3,500	
Domestic		
(6 RT @ \$300)	1,800	
LDC Travel		
(2 RT @ \$300)	600	
	<u>\$9,400</u>	

Per Diem

Consultants		2,000
(20 days @ \$50 p.d.)	\$1,000	
Staff		
(20 days @ \$50 p.d.)	<u>1,000</u>	
	\$2,000	

Regional Workshops

(2 regions @ \$7,500)		15,000
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Other Direct Costs

6,000

TOTAL

\$73,600

PART 4. Implementation Arrangements

A. Analysis of the Recipient's and AID's
Administrative Arrangements

1. Recipient

Contractor(s) to be selected must be knowledgeable about basic agricultural development problems in LDCs and particularly skilled at assisting LDC trainers in developing and conducting an easily replicable problem solving type training program for agricultural managers which is relevant to their operational environment.

Assuming that contractor(s) selection and procurement can be done by 30 June 1976, the next step will be the selection of 2 collaborating LDCs. Since this selection process requires the technical participation of the contractor(s), it naturally follows the naming of a contractor(s). The selection process will also include the participation of the project monitor as well as appropriate USAIDs and will involve correspondence, interviews, reports and reconnaissance trips. In selecting the 2 LDCs, consideration will be given to the recommendation by the committee which reviewed the earlier GAI work to field test the training materials in a non-English speaking LDC, if possible.

After the selection of the 2 collaborating LDCs, the contractor(s) will draw up, in consultation with the respective host country institutions, a workplan which will include the responsibilities, actions and relationships between all parties bearing primary responsibility for project implementation. Using a Planned Performance Tracking network chart, the plan will show relationships and time phasing of all significant actions critical to project completion.

If determined necessary by the project monitor, the contractor(s) will locate 1 or 2 contract representatives (direct hire staff or in-country professionals) in one or both LDCs for a period to be determined in order to provide closer administrative and technical support.

Concurrent with or immediately following the selection of the collaborating countries arrangements will be made with regional agricultural research and training centers, such as the Food Institute at the East-West Center University of Hawaii or the Inter-American Institute of Agricultural Sciences (IICA) in Costa Rica. These institutions will collaborate with the contractor in such matters as reviewing training methodologies and materials, developing country specific adaptations and installing the in-country systems.

These centers will also serve as the major links in a network of organizations concerned with problems of training agricultural managers. This network will facilitate professional exchange as well as the exchange of information. The selected agricultural research and training centers will also serve as primary locations for multi-country agricultural management training workshops and seminars which the contractor will participate in and which will be used to review and disseminate project materials and experience.

2. A.I.D.

There are no unusual administrative features of the project commitments and no requirements for additional direct-hire staff. However, because of the overseas work, network relationships and project scope, heavy demands on TA/DA project management will be required. The project will require approximately 175 direct-hire man-days annually over the first two years in TA/DA and an additional 60 in other AID offices and USAIDs. These estimates are contingent upon the continuation of consultant availability and success in selecting a highly experienced and competent contractor(s).

B. Implementation Plan

A Planned Performance Tracking Network Chart is presented and explained in Appendix 1. This plan shows relationships and time-phasing of all significant actions

critical to project completion. It also provides milestones against which success and planned implementation can be measured. Timing and milestone adjustments to the plan are expected to be made after preparation by the contractor of a time phased workplan for the implementation of project activities in each of the 2 selected LDCs. These plans will include precise timing of project outputs as well as inputs.

The project will be monitored by the Office of Development Administration of the Technical Assistance Bureau (TA/DA) with assistance of consultant personnel under the direction of the TA/DA project monitor. Close monitoring and technical support is expected from the USAIDs in the 2 collaborating LDCs as well as a Project Advisory Committee. The project monitor will receive reports on the results of the materials development and training activities from in-country evaluation teams, the Advisory Committee, the regional workshops and periodic scheduled reports by the contractor(s). The reports, project reviews and contractor/consultant feedback will provide information needed to adequately monitor the project.

C. Evaluation Arrangements

The evaluation program will include a range of activities from continuing data collection to broad periodic evaluations of the overall program. Soon after the 2 collaborating LDC institutions have been selected, the contractor, in collaboration with host country and Mission

officials and TA/DA, will design an information/evaluation system in accordance with the precepts described in AID's Project Evaluation Guidelines. The system will provide the necessary base line data and continuing information for the measurement of progress in establishing a self-operative and self-sustaining training system which will continuously improve the performance of agricultural managers. The necessary data collection instruments will be developed to enable the LDC institutions to better plan and manage program activities as well as to assess the impact of the training on the recipients.

The contractor, in collaboration with host country and Mission officials, will also draw up a workplan which will include the responsibilities, actions and relationships between all parties bearing primary responsibility for project implementation. Using a Planned Performance Tracking network chart, the plan will show relationships and time phasing of all significant actions critical to project completion.

Evaluations will be conducted twice annually by an in-country team to be determined by the contractor and host country and Mission officials. One evaluation should occur preferably just prior to the preparation of the annual budget by the 2 collaborating LDC institutions.

A Project Advisory Committee, consisting of U.S. and LDC persons with considerable background in training and agricultural management concerns in LDC contexts will be established to monitor and annually evaluate progress being made in the overall program. The Committee will be established soon after the selection of a contractor(s). Regional workshops and in-country evaluations will be used as inputs into the annual progress evaluations. Both the Project Advisory Committee and the in-country evaluation teams will use evaluation instruments such as the Logical Framework Matrix and the Planned Performance Tracking Network to assist them in measuring goals, purposes and outputs against verifiable indicators, and actual versus planned project performance. The Advisory Committee will also review country source books, training methodologies and training materials prior to their use by the 2 LDC institutions.

Six to twelve months following provision of the last external technical assistance under the project, a group of independent outside experts will evaluate the performance of the 2 training systems.

Attachments:

- A. Planned Performance Tracking Network Chart
- B. Tentative List of Topics for the Training Courses

PPT RM
(May be Expanded as Appropriate)

Country: TAB	Project No: 209	Project Title: Managing Planned Agricultural/R.D.-- Phase I	Date: 12/15/75	/ / Original / / Revision #	PPT app.
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or FY: CY	1976 JUL	OCT	1977 JAN	APR	JUL	OCT	1978 JAN	APR	JUL	OCT	1979 JAN	APR	JUL	OCT	1980 JAN	APR	MAY
Month:	AUG	NOV	FEB	MAY	AUG	NOV	FEB	MAY	AUG	NOV	FEB	MAY	AUG	NOV	FEB	MAY	JUN
	SEP	DEC	MAR	JUN	SEP	DEC	MAR	JUN	SEP	DEC	MAR	JUN	SEP	DEC	MAR	JUN	JUL

0 12 24 36 48

Prior
Actions
0

1	2	6	9	12	14	15	20	21	23	26	29	30
3	7	10	13	16	22	27	31					
4	8	11	17	18	24	28	32					
5	19	25										
Financial Plan:	by 6/30-\$562,000	by 9/30-\$400,000	X \$535,000			X \$330,000				X \$73,000		
Evaluation Plan:	* In-country	X	X	X	X	X	X	X	X	X	X	X

b. Project Advisory Committee- X

PROJECT PERFORMANCE NETWORK

*An independent evaluation will be conducted 6-12 months after the end of the project.

Country: TAB	Project No: 931-11-190-209	Project Title: Managing Planned Agricultural/RD Phase II	Date: 12/15/75	/ / Original / / Revision #	Approved:
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CPI DESCRIPTION

- | | | |
|-----|---|---|
| 0. | By 6/30/76 Contractor(s) selected and contracts signed. | |
| 1. | 9/76 Contractor(s) staffing completed | 26. 1/79 Supplemental trg. pkg. delivered to ATRCs |
| 2. | 11/76 Recipient selection process completed | 27. 3/79 Dissemination of supplemental trg. pkg. by ATRCs to other LDCs initiated |
| 3. | 12/76 LDC counterpart designation completed | 28. 3/79 Regional workshops held |
| 4. | 12/76 Development of in-country trg. pkg. initiated | 29. 3/80 Regional workshops held |
| 5. | 12/76 Training of trainers initiated | 30. 6/80 Field support activities under contract completed |
| 6. | 1/77 In-country work plan completed | 31. 6/80 Training systems fully operative and self-sustaining in two countries |
| 7. | 3/77 Training system design completed | 32. 6/80 Multi-country dissemination through ATRCs |
| 8. | 3/77 Info/evaluation system design completed | |
| 9. | 6/77 Training program design completed | |
| 10. | 6/77 Training package completed | |
| 11. | 6/77 Training of trainers completed | |
| 12. | 8/77 Training package approved by PAC | |
| 13. | 9/77 Training of ag. managers initiated (6 week course conducted every 2 months for balance of project) | |
| 14. | 12/77 Revision of training materials completed | |
| 15. | 1/78 Training package delivered to ATRCs | |
| 16. | 1/78 Specialized and refresher course dev. initiated | |
| 17. | 2/78 Regional workshops held | |
| 18. | 2/78 Info network exchange initiated | |
| 19. | 3/78 Dissemination of trg. pkg. by ATRCs to other LDCs initiated | |
| 20. | 6/78 Specialized and refresher course dev. completed | |
| 21. | 8/78 Supplemental trg. pkg. approved by PAC | |
| 22. | 9/78 First 6 trg. courses completed | |
| 23. | 10/78 Supplemental trg. courses initiated (1 to 2 week courses conducted every 2 months) for balance of project | |
| 24. | 12/78 Revision of supplemental trg. materials completed | |
| 25. | 12/78 In-country contractor phase out completed | |

HB 3, App 36, Part 1

Indicative Listing of Training Topics

Note: The subjects on which training tasks and other training approaches will be based will be drawn primarily from the country Reference Works. A country-oriented Reference Work will be developed which will emphasize the country's needs and priorities. Based on this Reference Work, appropriate training materials will be developed. The contractor will instruct indigenous trainers in the use of these training materials, and the trainers will then train agricultural managers. Some modification of the basic training materials might be necessary for each group of trainees depending on their skill levels and work functions. However, the training materials are so designed that they can be readily re-designed to meet the needs of varying groups of participants.

The following list is made up of training tasks which have already been developed and others to be developed based on the revised Reference Work. It is tentative and capable of expansion or contraction based on specific needs.

Planning

- Plan Duration
- Data Classification
- Objectives and Objective Setting
- Rural Development Planning
- Targets and Targeting
- Strategies for Increasing Output, Improving Equity,
Rural Development
- Sector Survey

Working with Farmers

Harmonizing National and Farmer Objectives
Extension
Research
Farmer Problem Solving (by the farmer)
Farmer Involvement in Plan Implementation
Farmer Organizations; Cooperatives; Farmer Associations
Members' Responsibilities in Farmer Associations

Regional Development

Defining Regions
Regional Organization for Planning and Implementation
Defining and Solving Regional Planning Problems

Policy and Policy Implementation

Employment
Marketing
Credit
Effects of Policy Changes
Land Reform
Mechanization

Project Planning/Management

PERT/CPM
Selecting Project Implementation Organizations
Coordination
Diagnosing Needs of an Organization
Project Analysis and Appraisal
Project Monitoring and Reporting
Project Evaluation

Management Subject Areas*

Using a Systematic Approach to Getting Things Done
Setting and Evolving Aims
Supportive Development
Recognizing and Building on Group Skills
Setting Objective Criteria to Measure Progress Toward Aims
Observation to Increase Skills
Planning Cooperation for Mutual Benefit
Listening and Proposing
Team Building
Authority, Influence, and Individual Responsibility

Lectures, Seminars, and Field Exercises

To the extent that it is appropriate and possible, ASIP staff, staff of international organizations located in-country (e.g., A.I.D., IBRD, Ford Foundation), and cooperating country personnel will be called on to present lectures or hold seminars in areas of their expertise. Field exercises may include observation and analysis of selected projects or institutions.

* Tasks developed by the Coverdale Organization

** Tasks may be added in budgeting, finance, farm budgeting, or other areas, depending on specialized needs.

Aug 20 1976

August 25, 1976

MEMORANDUM TO: PPC/DPRE, Mr. E. Hegan

FROM : TA/PPU, Carl Fritz *Cf*

SUBJECT : Advice of Program Changes

In accordance with the revised guidelines for Congressional consultation on project changes, we are transmitting the attached Advice of Program Changes and activity data sheets for your action.

Attachments:

- (1) Environmental Health
- (2) Water and Tropical Soils Management
- (3) Livestock Production
- (4) Agricultural Management

Clearances:

AA/TA, Curtis Farrar *CF* Date 5/26/76

GC/LPC, KKammerer *KK* Date 5/26/76

PPC/DPRE, JWelty *JW* Date 5/26/76

AA/PPC, AShakow *AS* Date 7/30/76

AGENCY FOR INTERNATIONAL DEVELOPMENT

ADVICE OF PROGRAM CHANGE

Country: Technical Assistance Bureau

Project Title: Agricultural Management

Project Number: .931-11-140-A06

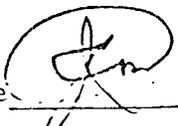
Appropriation Category: Food and Nutrition

Intended Obligation: \$1,082,000

A.I.D. intends to obligate \$1,082,000 for the Agricultural Management project in the Transitional Quarter which represents an increase of \$622,000 over the estimated amount of \$460,000 contained in the FY 1976 Congressional Presentation. The \$622,000 increase represents the added cost for the start up in the Transitional Quarter of the managing planned agriculture activity, phase II (\$962,000) which was programmed to begin in FY 1976. Subsequent to a review of the draft training manual produced under phase I, the contractor, Government Affairs Institute, had been requested to make recommended revisions and to prepare a supplementary reference index and annexes. While the training package is being finalized, selection of two countries for adaptation of a pilot training system in agricultural management will begin, along with recruitment and training of the country teams.

Attachment:

Grant Activity Data Sheet

Signature  Date 8/31/76
John E. Murphy, DA/AID

istance and Research

TITLE Agricultural Management	FUNDS Food and Nutrition	PROPOSED OBLIGATION (\$000)	
	PRIOR REFERENCE p. 27, FY 1976 IPR	FY 76 767	5th Q. 1,082

PROPOSE AND COURSE OF ACTION:

To improve capability of developing country institutions, both public and private, in the management of agricultural development programs, particularly as they affect the small farmer, and to increase effectiveness in analysis, appraisal and transmittal of requested technical information.

Fifth Quarter. A new activity will be initiated under contract to Government Affairs Institute to establish a self-sustaining Agricultural Management Training System in two developing countries (\$962,000). As the training manual produced under the first phase of this project is being finalized and additional references indexes prepared, the contractor will select two countries and initiate arrangements with appropriate institutions for adaptation of the training package, as well as begin recruitment and training of country teams.

The on-going agricultural information and related services activity will continue to provide response to technical inquiries for literature, bibliographies and data bank searches from A.I.D., overseas missions and developing country institutions. The U. S. Department of Agriculture will continue, in providing this response, to perform specific on-call services and answer routine requests for publications and data related to management of agricultural resources (\$120,000).

U.S. DOLLAR COST (in thousands)											PRINCIPAL CONTRACTORS/ GRANTEES Government Affairs Institute U.S. Department of Agriculture			
Through 6/30/74*	Obligations	Expenditures	Unliquidated	OBLIGATIONS										
	1,558	1,026	532	Estimated FY 1975			Proposed FY 1976			Proposed 5th Q.				
				Contract	Grant	Total	Contract	Grant	Total	Contract		Grant	Total	
				General Tech. Services	1,136		1,136	767		767	1,082		1,082	
Estimated FY 75	1,136	612	1,056	Research										
Proposed FY 76	767	Proposed 5th Quarter	1,082	211(d)										
				Total	1,136		1,136	767		767	1,082		1,082	

*Excludes activities which terminated prior to FY 1974

TITLE Agricultural Management	FUNDS Food and Nutrition	PROPOSED OBLIGATION (\$000)	
	PRIOR REFERENCE p. 27, FY 1976 IPB	FY 76 767	5th Q. 1,082
NUMBER 931-11-140-A06			

PURPOSE AND COURSE OF ACTION:

To improve capability of developing country institutions, both public and private, in the management of agricultural development programs, particularly as they affect the small farmer, and to increase effectiveness in analysis, appraisal and transmittal of requested technical information.

Fifth Quarter. A new activity will be initiated under contract to Government Affairs Institute to establish a self-sustaining Agricultural Management Training System in two developing countries (\$962,000). As the training manual produced under the first phase of this project is being finalized and additional references indexes prepared, the contractor will select two countries and initiate arrangements with appropriate institutions for adaptation of the training package, as well as begin recruitment and training of country teams.

The on-going agricultural information and related services activity will continue to provide response to technical inquiries for literature, bibliographies and data bank searches from A.I.D., overseas missions and developing country institutions. The U. S. Department of Agriculture will continue, in providing this response, to perform specific on-call services and answer routine requests for publications and data related to management of agricultural resources (\$120,000).

U.S. DOLLAR COST (in thousands)											PRINCIPAL CONTRACTOR GRANTEES Government Affairs Institute U.S. Department of Agriculture			
Through 6/30/74*	Obligations	Expenditures	Unliquidated	OBLIGATIONS										
				Estimated FY 1975			Proposed FY 1976			Proposed 5th Q.				
				Contract	Grant	Total	Contract	Grant	Total	Contract		Grant	Total	
	1,558	1,026	532	General Tech. Services	1,136		1,136	767		767	1,082			1,082
Estimated FY 75	1,136	612	1,056	Research										
Proposed FY 76	767	Proposed 5th Quarter	1,082	211(d)										
				Total	1,136		1,136	767		767	1,082			1,082

*Excludes activities which terminated prior to FY 1974

PROPOSAL TO INSTITUTIONALIZE THE ASIP APPROACH IN TWO COUNTRIES

8/27/76

I. Introduction

A. History

The prime objective of the Agricultural Sector Implementation Project is to help bridge the gap between planners and farmers by improving the planning, implementation and management capabilities of those in the developing countries concerned with agricultural and rural development. This objective was established for the Project in the Project Paper dated April 10, 1973, was agreed on and has been adhered to ever since.

In order to accomplish this objective, the ASIP

1. undertook extensive research to identify what has worked in managing agricultural and rural development, extracted the principles behind these successes and identified ways of applying these principles to new situations; and,

2. developed a method of training that can be tailored to specific countries and which can be used to train agricultural managers at all levels to identify and apply agricultural and rural development principles to specific situations, and to work together effectively in managing programs, projects, and other development activities.

In order to develop and test the research findings and training approach, the ASIP has: (a) held a Seminar so that practicing agricultural and rural development managers from A.I.D. and developing countries could review ASIP's research findings, (b) conducted a six-week Pilot Training Course for developing country agricultural and rural development managers, (c) prepared a draft Reference Book for A.I.D. and other review, (d) presented material to A.I.D. and non-U.S. personnel at training courses and elsewhere, (e) prepared a review of ASIP training, (f) published articles in leading development journals, and (g) made the results of ASIP research and training efforts freely available to those who could use it or might comment on it.

B. Major Outputs

As a result of the above effort, the Project has four major outputs (in addition to miscellaneous publications and other outputs):

1. the Project Paper, "The Agricultural Sector Implementation Project," of April 10, 1973, which develops the strategy, overall approach and phasing of the Project;

2. the Reference Book, Managing Planned Agricultural Development, which embodies the major substantive findings of the ASIP research;

3. the report, A Review of the Pilot Training Course, that sets out the ASIP training method and indicates how it worked in practice and can be improved; and,

4. most important, a staff which is trained and experienced in the use of the ASIP research method, training approach and management and consulting methods.

C. The Next Phase

Having completed the general research and training development aspects (Phases I and II of the April 10, 1973, Project Paper), the ASIP is now prepared to implement the ASIP approach in developing countries (Phases III and IV of the April 10, 1973, Project Paper). This will consist of: (1) selecting two countries; (2) in the two countries, developing a local ability to train agricultural managers using the ASIP approach; (3) training of agricultural managers using the ASIP approach; (4) following up with the trained managers at their places of work to assist with field implementation of management principles; and, (5) providing for the institutionalization of the above steps so that ASIP research, training, management and consultancy methods will continue to be taught, applied and further developed after ASIP assistance has ended.

II. Proposed Statement of Work

In response to the request of the Agency for International Development (A.I.D.), the Governmental Affairs Institute (GAI) proposes to enter a contract with A.I.D. according to the proposal detailed below.

A. Objective

The objective of this contract will be to establish and institutionalize the ASIP approach to training agricultural managers in two selected developing countries.

The key to achieving this objective is institutionalization. By this we mean, developing an indigenous capacity to train and support agricultural managers using the ASIP approach. When the Project terminates, one or more organizations in each of the two selected countries should be able to run ASIP courses in their countries or elsewhere without ASIP assistance. In addition, these organizations should be able to conduct ASIP-type research to develop the substantive base for these courses and should be prepared to follow up with trained managers to help the managers implement in the field what they have learned in training.

This objective is consistent with the original plan as set out in the Project Paper of April 10, 1973, and is a logical continuation that builds on the activities previously completed.

B. Outputs

The following are the proposed outputs for the proposed work period:

1. A country-oriented Reference Book in each of two selected countries which embodies the principles of agricultural sector management developed through ASIP research.
2. A sufficient number of training tasks and materials, developed from the country-oriented Reference Books and from other materials as appropriate. The tasks will be directed toward priority training areas jointly identified by the country and ASIP staff.

3. A team in at least one organization in each country which is trained and experienced in the use of ASIP training, research and consultancy methods and otherwise capable of continuing ASIP training, research and consultancy without ASIP assistance.

4. A group of agricultural managers trained and in the field.

These outputs involve much more than training a group of management trainers. To produce these outputs will require a highly competent, trained and closely knit ASIP work team and close cooperation between GAI, A.I.D., and the selected countries and institutes.

C. Implementation

GAI proposes to undertake the achievement of the Project objective and creation of the Project outputs in two Phases.

Phase I: During Phase I, GAI, with A.I.D. cooperation and assistance, will:

1. select two countries in which to work;
2. select institutions in those countries at which ASIP efforts will begin;
3. recruit an expanded ASIP staff. The full staff complement will be comprised of seven professionals and one secretary (excluding local clerical help in the selected countries).
4. train this staff in the ASIP approach to training, research, management and consultancy; and
5. develop a detailed work plan for activities to be conducted in the two countries during Phase II.

Phase I is expected to take nine months. During Phase II, GAI will:

1. train a local staff in each of the selected countries in the ASIP approach to training, research, management and consultancy;
2. turn over responsibility for training, research, and consultancy as rapidly as possible to the locally trained staff and institutions.

Jointly and in accord with this, GAI and the local staff will:

3. research and write a country specific Reference Book for use in training and by trained agricultural managers;
- ? 4. provide a minimum of two courses for the training of agricultural managers;
5. follow up with trained managers in the field to get feedback and provide consultancy in order to assist managers to implement principles learned in training;

6. develop the leadership and administrative mechanisms and abilities necessary to institutionalize the Project and assure its continued support and funding;
7. provide for exchange of information between the two country projects and otherwise provide for a continued flow of new information to each institute after the termination of ASIP's participation.

D. Inputs

Phase I will require nine months; Phase II twenty-seven months for a total work period of thirty-six months. A total of seven professional staff members will be required of which three must be recruited. The cost of the Project's activities will be \$1,819,413. The details of how these activities are to be conducted and detailed breakdown of costs are included in the attached Budget, Work Plan and other documentation.

August 27, 1976

HV

PROPOSED WORK PLAN AND TARGET DATES

PHASE I

<u>Completed By</u>	<u>Elapsed Weeks</u>	<u>No.</u>	<u>Activity</u>
Nov. 1, 1976	0	Start	Contract begins.
		A.	<u>Select Countries for Reconnaissance</u>
Nov. 8	1	1-2	Meet with AID Regional Bureaus and TAB to agree on which countries should receive airgram regarding the possibility of ASIP work in those countries.* (1 week)
Nov. 15	2	2-3	Produce an Executive Summary of ASIP objectives and planned activities to inform Missions, institutes, and others. (1 week)
Nov. 29	4	3-4	Draft, clear, and send airgram* to selected Missions to determine Mission and country in taking part in ASIP agricultural/rural development management training. (2 weeks)
Nov. 29	4	4-5	ASIP Director interviews and selects consult team, and in cooperation with this team, arranges for micro-management training needs of ASIP. concurrent activity--See PERT Chart)
Dec. 27	8	4-6	Missions discuss ASIP proposal with government and respond to AID/W.* ASIP and AID respond to Mission questions if any.* (4 weeks)
Jan. 3, 1977	9	6-7	ASIP, Regional bureaus, and TAB select up to 10 countries to be visited by ASIP personnel to select 2 countries to participate.* (2 weeks)
Jan. 10	10	7-8	Develop itinerary, arrange travel; cable All Missions for approval of travel.* (1 week)
Jan. 24	12	8-9	Missions respond to cable.* (2 weeks)
Mar. 7	18	9-10	ASIP personnel investigate conditions for training in 6 countries. (6 weeks)

*Denotes action necessary by A.I.D.

<u>Completed By</u>	<u>Elapsed Weeks</u>	<u>No.</u>	<u>Activity</u>
Mar. 14	19	10-12	ASIP, in cooperation with TAB and Bureaus, 2 countries.* (1 week)
Mar. 21	20	12-13	AID Missions, countries, and institutions of selections. Missions asked to approve up travel. (1 week)
April 4	22	13-14	Missions and countries respond.* (2 weeks)
April 25	25	14-17	ASIP personnel travel to selected countries to negotiate and sign final agreements; prepare selection of trainees, arrange for mission country support. (3 weeks)
<u>B. Staff Recruitment and Training</u>			
April 25	25	4-15	Complete all administrative arrangements for staff training. (20 weeks--a concurrent activity)
Mar. 14	19	6-11	Staff will be recruited by publicizing available positions and following up on known leads of qualified candidates. After selection of at least one month must be allowed for termination of current employment and arrangements for travel to D.C. for training. (12 weeks--a concurrent activity)
9 April 25	25	9-15	Preparation of training materials for: a) defining the research method; b) teaching task management, coaching and other aspects of course content. (12 weeks--a concurrent activity)
Aug. 1	39	17-18	Conduct ASIP staff training: a) Micromanagement Course I (1 week); b) Agricultural Management Course (3 weeks); c) Research methodology (3 weeks); task development, coaching, and case management (3 weeks); Micromanagement II (3 weeks); Applying ASIP approach to the 2 countries (3 weeks). Total: 14 weeks.
Aug. 15	41	18-19	Staff on leave (2 weeks)
Aug. 22	42	19-20	Teams travel to countries; arrange housing (1 week)

*Denotes action necessary by A.I.D.

1977

Completed by

1976

11-8 11-15 11-29 12-27 1-3 1-10 1-24 3-7 3-14 3-21 4-4 4-25 8-1 8-15 8-22

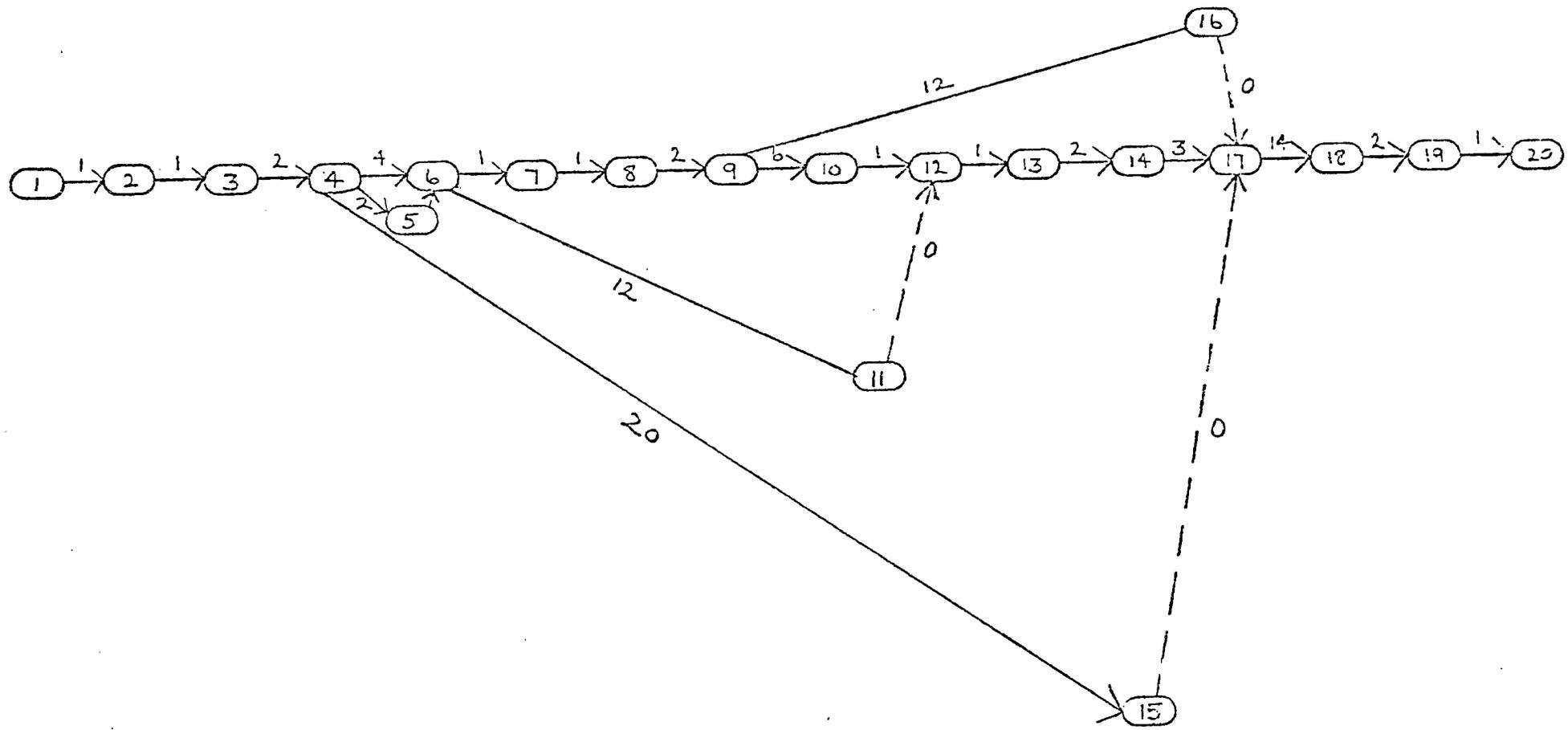
Elapsed Weeks

1 2 4 8 9 10 12 18 19 20 22 25

Training Completed 39

Leave 41

Travel Time in Count 42



PHASE II

Approximate Dates

August 1977

The ASIP plans to have the Country A Team in-country during August 1977, about 3-1/2 weeks before the end of the nine month Phase I period. This will allow for the most effective use of the ASIP staff and make it possible to run courses in countries A and B partially concurrently. As the team leader for Country A (Weiss) is thoroughly experienced in using the ASIP approach, he will provide supervision to his country team colleague as a substitute for a portion of the Washington-based staff training. During August the Country A Team will assess country training priorities for ASIP training; interview and select trainers; and begin to identify and secure materials which will be used to compile the Country Reference Book.

Sept. '77 - March '78

From September until mid-March, a period of about 28 weeks, the Country A Team will work with nationals in Country A to compile the Country Reference Book, which will serve as a primary source for training materials.

March - June

Design of and preparation for the first training course in Country A will be undertaken from mid-March through early April. The course will be run during April and May, and one week will be spent in a thorough review of the course in early June.

June - Sept.

From mid-June to mid-September, preparation for and conduct of the second training course will receive priority attention. This will include developing and assembling training materials; conducting the course; and, with the HQ staff, holding a post-course review.

Sept. - Nov. 78

The training materials and Reference Book will be revised and supplemented as appropriate following the second training course. It is proposed that this be undertaken concurrently with the first A.I.D. in-country evaluation.

Nov. '78 - Jan. '79

The Country Team and LDC trainers will prepare to follow up with participants who have completed courses one and two. This will include devising a follow-up questionnaire; getting approvals from participants' supervisors,

training trainers in the follow-up methodology, making travel and administrative arrangements, and visiting managers/participants on-the-job to insure appropriateness of training for work situations.

February

Follow up with managers.

March - April

Planning and preparation for third training course.

May - June

Conduct third training course. One week post-course intensive review with HQ staff.

July - August

Revision of and additions to Country Reference Book and training materials will be completed by about mid-August.

August - Sept.

Preparation for follow-up, and follow-up, with managers from course three.

October

Full transfer of responsibility for continuing courses to institute, ASIP team prepares to depart by October 31.

PHASE II - COUNTRY B

Sept. - Oct. 1977

The ASIP Team for Country B will begin operations by about the last week of September, about 3-1/2 weeks after the scheduled end of Phase I, having received slightly more grounding in training in the ASIP approach. By the end of October, the Team will have determined country training priorities, selected trainers, and identified and secured materials for compiling the Country Reference Book.

Nov. '77 - May '78

Approximately 28 weeks will be required to compile the Country Reference Book.

May - August

The first training course will be planned and prepared during May and June and conducted during July and August, with a thorough review by mid- or late August.

August - Nov.

Planning and preparation for, and conduct of, the second training course. The course will be completed and reviewed during November.

December '78 - Jan. '79

Training materials will be revised and supplemented as appropriate following the second training course. It is proposed that the first A.I.D. in-country evaluation be carried out during this period.

Feb. - March	The Country Team and LDC trainers will prepare to follow up with participants who have completed courses one and two. This includes developing a questionnaire; securing appropriate approvals for on-the-job follow-up; training in follow-up methodology; and visiting managers/participants on the job to insure appropriateness of training for work situations.
March - April	Follow-up with managers will be completed by about early April.
April - May	Preparation for third training course.
June - July	Conduct third training course; one-week intensive post-course review with HQ staff.
July - August	Revise and supplement Country Reference Book and training materials.
August - Sept.	Prepare for, and follow up with managers from third course.
October	Full transfer of responsibility for continuing courses and research to institute; ASIP prepares to depart by October 31.

PHASE II - HEADQUARTERS STAFF

The Headquarters Staff, consisting of the Project Director, Senior Research and Training Associate, and Research/Administrative Assistant, will have a primary task of providing field support and a secondary task of seeing that continuing outputs and services of the ASIP are effectively maintained. The task of field support will require a considerable amount of travel by the Director, and to a somewhat lesser extent by the Senior Associate, to Countries A and B as required. This will depend upon such factors as the quality of the trainers in the institutes, the degree of support given by the institutes and countries, the support of the A.I.D. Mission and host government, and such intangibles as staff (health) capabilities and other unforeseen contingencies.

The Director and Senior Associate will be present in each country for at least a portion of every course taught there. It is planned that the Director will be on hand for the opening and final weeks of every course, and travel between countries as necessary during the middle weeks of training as necessary and appropriate. During the field implementation period, the Director will initiate and maintain contact with regional institutes such as SEARCA in the Philippines, CAFRAD in Morocco, IICA in Costa Rica, and the East-West Center in Hawaii. Relations with the regional institutes will concentrate especially on an exchange of information on approaches to agricultural management training.

Headquarters staff will also provide support by reading and commenting on drafts of Country Reference Books and training tasks. Prototype tasks may also be developed by HQ staff during the periods when they are not travelling in the field. The Research/Administrative Assistant will respond to requests from the field for documents, books, articles, and technical materials as needed. She will also be responsible for preparing a periodic (bi-monthly or quarterly) newsletter based on ASIP research and findings, both in Washington and the field. It is planned to circulate this newsletter widely to A.I.D., to ministries and agencies, private organizations, and interested individuals in the two selected countries and to other countries which may wish to make use of ASIP findings.

Continuing outputs and services will include meeting with and reporting to USAID/W as appropriate; cooperating in providing information on project problems and progress, and liaison with A.I.D. regional and technical offices.

<u>Staff</u>	<u>First Year Rate</u>	<u>First Year</u>	<u>M/M</u>	<u>Second Year</u>	<u>M/M</u>	<u>Third Year</u>	<u>M/M</u>	<u>Total</u>	<u>M/M</u>
Project Director	\$44,300	\$44,300	12	\$47,400	12	\$50,720	12	\$142,420	36
Country Team Director/ Senior Agricultural Management Specialist #1	30,000	30,000	12	32,100	12	34,350	12	96,450	36
Country Team Director/ Senior Agricultural Management Specialist #2	30,000	25,000 ^{2/}	10	32,100	12	34,350	12	91,450	34
Agricultural Management Specialist #1	26,400	24,200 ^{3/}	11	28,250	12	30,230	12	82,680	35
Agricultural Management Specialist #2	26,400	19,800 ^{4/}	9	28,250	12	30,230	12	78,280	33
Senior Research and Training Associate	21,600	21,600	12	23,110	12	24,730	12	69,440	36
Research/Administrative Assistant	13,920	13,920	12	14,890	12	15,940	12	44,750	36
Secretary	<u>9,960</u>	<u>9,960</u>	<u>12</u>	<u>10,660</u>	<u>12</u>	<u>11,400</u>	<u>12</u>	<u>32,020</u>	<u>36</u>
		\$188,780	90	\$216,760	96	\$231,950	96	\$637,490	282

II. Consultants

First Year

D.C. 80 days X \$145 \$ 11,600

Second Year

Country A^{1/} 80 days X \$145 \$ 11,600
Country B^{1/} 80 days X \$145 11,600
34,800

Third Year

Country A 30 days X \$145 \$ 4,350
Country B 30 days X \$145 4,350

Consultants Subtotal 8,700
\$ 55,100

III. Fringe Benefits

1. 637,490 X 27% \$172,120

2. Defense Base Insurance

a. In country staff salaries and allowance \$278,060

b. HQ staff in-country salaries^{1/} 80,655

c. HQ staff per diem 48,440

\$ 407,155

DBI \$12/100 of salaries and allowances^{2/} \$ 53,865

IV. Overhead

\$637,490 x 57%^{1/} \$363,370

V. Travel and Transportation^{1/}

1. International Travel and Transportation

A. Staff Travel

First Year

Project Director: 1 RT to London @ \$640	\$ 640
Project Director and Country Team Director (CTD): one trip each to 3 countries to select countries	4,400
Project Director and CTD: 1 RT to Country A and 1 RT to Country B to work out arrangements for training and support with host countries, missions, and institutes	3,220
Country teams: 2 one-way to Country A @ \$1,660 and 2 one-way to Country B @ \$1,560	6,340
Project Director and Sr. Res. & Tr. Assoc.: 2 RTs to Country A and Country B for supervision and assistance	<u>6,770</u>
	21,370
Excess Baggage (\$14,600 x 15%)	<u>3,205</u>

24,575

Second Year

Project Director and Sr. Res. & Tr. Assoc.: 2 RTs to Country A @ \$1,745 and 2 to Country B @ \$1,640 for first and second training courses	\$ 6,770
Project Director: 3 RTs to regional institutes	4,280
Project Director: 4 RTs (2 to Country A, 2 to Country B, to provide supervision and assistance)	<u>6,770</u>
	\$17,820
Excess Baggage (\$24,590 x 15%)	<u>2,673</u>

20,493

V. Travel and Transportation

1. International Travel and Transportation

A. Staff Travel

Third Year

Project Director and Sr. Res. & Tr.
Assoc.: 4 RTs each to Country A and
Country B for training courses,
phase-out activities, and supervision \$14,200

Project Director: 3 RTs to regional
institutes 4,490

Country teams: 2 one way from
Country A @ \$1,830 and 2 one-way
from Country B @ \$1,720 7,100

\$25,790

Excess Baggage (\$25,790 x 15%) 3,870

\$29,660

V. Travel and Transportation

2. Consultant Travel

First Year

4 RTs headquarters to D.C. @ \$650 \$ 2,600

Second Year

2 RTs to Country A @ \$1,745 3,490

2 RTs to Country B @ \$1,640 3,280

2 RTs to Country A @ \$1,745 3,490

2 RTs to Country B @ \$1,640 3,280

Third Year

2 RTs to Country A @ \$1,830 3,660

2 RTs to Country B @ \$1,720 3,440

\$23,240

Excess Baggage \$23,240 x 15% 3,490

Consultant Travel Subtotal

\$26,730

V. Travel and Transportation

3. Other Travel^{1/}

First Year

a.	Travel to countries by dependents 12 one way, 6 at \$830, 6 at \$780 x 15% Excess baggage	11,110
b.	Air freight (unaccompanied baggage) 700 lbs. per family, 2,800 lbs. at \$2/lb.	5,600
c.	Transportation of household goods 3,600 lbs. per family x 4 families = 14,400 lbs. at \$70/100 lbs.	10,080
d.	Book and papers baggage allowance at \$500 per staff member x 4	2,000
e.	Storage of personal effects 4 people x 27 months at \$58/month plus \$600 x 4 for packing	12,600
		<u>41,390</u>

Second Year: None

Third Year^{2/}

Same as First Year except exclude e. 28,790

Ground Transport

10 trips/month x 36 months for D.C. @ \$3.00/trip \$1,080
10 trips/month x 27 months x 2 countries @ \$5.00/trip 2,700

3,780

Other Travel Subtotal

\$ 73,900

VI. Allowances

A. Post Differential

First Year Post Salaries

3 months x \$30,000 x 2	\$15,000	
3 months x \$26,400 x 2	<u>13,200</u>	
	28,200	

First Year Differential \$28,200 x 15% \$ 4,230

Second Year Post Salaries

1 year x \$32,100 x 2	64,200	
1 year x \$28,250 x 2	<u>56,500</u>	
	120,700	

Second Year Differential \$120,700 x 15% \$18,110

Third Year Post Salaries

1 year x \$34,350 x 2	68,700	
1 year x \$30,230 x 2	<u>60,460</u>	
	129,160	

Third Year Differential \$129,160 x 15% \$19,370

Post Differential \$41,710

VI. B. Staff Per Diem

First Year

Project Director 1 person x 12 days x \$40	\$ 480
Project Director and Country Team Director (CTD) 2 people x 3 countries x 14 days x \$40	3,560
Stopover Per Diem ^{1/} 4 days x \$40	160
Project Director and CTD 2 persons x 2 countries x 21 days x \$40	3,360
Stopover Per Diem 4 days x \$40	160
Transit Time ^{2/} 16 days x \$9	<u>140</u>
	\$7,560

Second Year

Project Director and Sr. Res. & Tr. Assoc. 2 people x 2 countries x 104 days x \$45	\$18,720
2 people x 2 countries x 14 days x \$45	2,520
Stopover Per Diem 16 days x \$45	720
8 days x \$45	360
Project Director 1 person x 3 countries x 7 days x \$45	950
Stopover Per Diem 6 days x \$45	270
Transit Time 26 days x \$9	<u>230</u>
	\$23,720

VI. B. Staff Per DiemThird Year

Project Director and Sr. Res. & Tr. Assoc. 2 people x 2 countries x 52 days x \$45	\$ 9,360	
Stopover Per Diem 8 days x \$45		360
Staff Follow-up 2 people x 2 countries x 28 days x \$45	5,040	
Stopover Per Diem 16 days x \$45		720
Project Director 1 person x 3 countries x 7 days x \$45	950	
Stopover Per Diem 6 days x \$45		270
Transit Time 34 days x \$9		<u>310</u>
	\$ 17,010	
Staff Per Diem Subtotal		\$48,440

VI. Allowances

C. Consultant Per Diem

First Year

In D.C.
2 people x 2 trips x 20 days x \$40 \$ 3,200
Transit Time: 8 days x \$9 70

Second Year

Countries A and B
2 people x 2 countries x 40 days x \$40 6,400
2 people x 2 countries x 20 days x \$40 3,200
Transit Time: 16 days x \$9 144

Third Year

Countries A and B
2 people x 2 countries x 15 days x \$40 2,400
Transit Time: 8 days x \$9 70

Consultant Per Diem Subtotal \$15,480

VI. Allowance

E. Education^{1/2/}

First Year

Country A

1 Sr. Ag. Man. Spec. x 2 children x \$1,900 x 3 months \$ 950
1 Ag. Man. Spec. x 2 children x \$1,600 x 3 months 800

Country B

1 Sr. Ag. Man. Spec. x 2 children x \$1,300 x 3 months 650
1 Ag. Man. Spec. x 2 children x \$1,150 x 3 months 575

\$ 2,925

Second Year

Country A

1 Sr. Ag. Man. Spec. x 2 children x \$2,090 x 1 year \$4,180
1 Ag. Man. Spec. x 2 children x \$1,760 x 1 year 3,520

Country B

1 Sr. Ag. Man. Spec. x 2 children x \$1,430 x 1 year 2,860
1 Ag. Man. Spec. x 2 children x \$1,265 x 1 year 2,530

\$13,490

Third Year

Country A

1 Sr. Ag. Man. Spec. x 2 children x \$2,300 x 1 year \$4,600
1 Ag. Man. Spec. x 2 children x \$1,940 x 1 year 3,880

Country B

1 Sr. Ag. Man. Spec. x 2 children x \$1,570 x 1 year 3,140
1 Ag. Man. Spec. x 2 children x \$1,390 x 1 year 2,780

\$14,200

Education Subtotal

\$30,615

VI. AllowanceF. Living Quarters^{1/}First YearCountry A

1 Sr. Ag. Man. Spec. x \$6,700 x 3 months	\$ 1,675
1 Ag. Man. Spec. x \$6,700 x 3 months	1,675

Country B

1 Sr. Ag. Man. Spec. x \$5,100 x 3 months	1,275
1 Ag. Man. Spec. x \$4,000 x 3 months	<u>1,000</u>

\$ 5,625

Second YearCountry A

1 Sr. Ag. Man. Spec. x \$7,370 x 1 year	7,370
1 Ag. Man. Spec. x \$7,370 x 1 year	7,370

Country B

1 Sr. Ag. Man. Spec. x \$5,610 x 1 year	5,610
1 Ag. Man. Spec. x \$4,400 x 1 year	<u>4,400</u>

24,750

Third YearCountry A

1 Sr. Ag. Man. Spec. x \$8,110 x 1 year	8,110
1 Ag. Man. Spec. x \$8,110 x 1 year	8,110

Country B

1 Sr. Ag. Man. Spec. x \$6,170 x 1 year	6,170
1 Ag. Man. Spec. x \$4,840 x 1 year	<u>4,840</u>

27,230

Living Quarters Subtotal

\$57,605

VII. Other Direct Costs

Cables, postage	\$ 7,000	
Medical exams, visas, shots	1,200	
Telephone	5,400	
Local clerical assistance ^{1/}	44,750	
Institutional grants	<u>40,000</u>	
	\$ 98,350	\$ 98,350

VIII. Equipment, Vehicles, Materials and Supplies

Equipment ^{1/}	\$13,200	
Reproduction and printing ^{5/}	24,000	
supplies	10,000	
Books and research materials ^{2/}	10,000	
Vehicles ^{3/}	12,800	
Air freight ^{4/}	<u>1,320</u>	
		\$ 70,000

FOOTNOTESI. Salaries

- 1/ Salaries reflect a 7% annual increase, which is within GAI's normal practice.
- 2/ Assumes one Senior Agricultural Management Specialist would be hired within 2 months of beginning of contract.
- 3/ Assumes one Agricultural Management Specialist would be hired within 1 month of beginning of contract.
- 4/ Assumes one Agricultural Management Specialist would be hired within 3 months of beginning of contract.

II. Consultants

- 1/ For cost purposes, Kenya and the Philippines are used as illustrative countries. However, actual selection of the countries where training programs will take place will be determined only after examination of prospective countries.

III. Fringe Benefits1/ In-Country Salaries

	First Year	Second Year	Third Year
Proj. Dir.	44 days @ \$170/day = \$7,480	153 days @ \$182/ day = \$27,846	111 days @ \$195/day = \$21,645
Sr. Res. & Tr. Assoc.	44 days @ \$115/day =\$5,060	126 days @ \$89/ day = \$11,214	78 days @ \$95/ day = \$7,410
Country Team A	14,100	60,350	64,580
Country Team B	<u>14,100</u>	<u>60,350</u>	<u>64,580</u>
	\$ 40,740	\$159,760	\$158,215 =

- 2/ Excludes consultants, for whom a waiver of DBI coverage will be req.

IV. Overhead

- 1/ Based on GAI auditor's estimate.

V. Travel and Transportation

1. International Travel and Transportation

1/ Kenya and the Philippines are used as illustrative countries for air fares for Country A and Country B respectively. Cost data source is Pan American Airlines current air fares. The 5% annual increase in fares is a reflection of Pan Am's actual experience.

3. Other Travel

1/ Figures include 3 dependents/staff member.

2/ Figure reflects 5% annual increase in air fares over 2 years.

VI. B. Staff Per Diem

1/ Stopover Per Diem is figured for flights longer than 8 hours @ one-night stopover each way.

2/ Transit Time is figured at 2 days/trip.

E. Education

1/ Figures based on 2 dependent staff children/staff member.

2/ Figures include 10% annual increase to cover inflation.

F. Living Quarters

1/ Figures include 10% annual increase to cover inflation. Figures derive from rate of FRC with Country Team Director and Agricultural Management Specialist salaries of \$30,000 and \$26,400 respectively.

VII. Other Direct Costs

- 1/ Based on the most recent information from PAS overseas operations. Local clerical assistance is expected to require an administrative assistant and a secretary. Administrative Assistant would have a salary of \$5,000/year; secretary about \$3,600/year. Fringe benefits equaling 3-months pay at termination are often required. Salaries reflect 5% annual increase.

<u>First Year</u>	
2 countries x \$717/mo. x 1 year	\$ 17,200

<u>Second Year</u>	
2 countries x \$753/mo. x 1 year	18,070

<u>Third Year</u>	
2 countries x \$790/mo. x 6 mos.	<u>9,480</u>

VIII. Equipment, Vehicles, Materials and Supplies

- 1/ Video tape units for training
File cabinets for HQ
2 portable dry-copier machines for use in Countries A and B to develop index card files of research materials used for compiling Reference Books.

- 2/ Core reference library will be developed at each institute.

- 3/ Transport of private vehicles
- | | |
|----------------------------------|--------------|
| RT Country A @ \$2,800 x 2 staff | \$ 5,600 |
| RT Country B @ \$3,600 x 2 staff | <u>7,200</u> |

- 4/ Based on current Pan Am air freight prices.

1 copy machine @	30 lbs.
1 typewriter @	25 lbs.
1 video unit @	<u>175 lbs.</u>
	<u>330 lbs.</u>

Country A: 330 lbs. x \$2.29/lb.	\$ 760
Country B: 330 lbs. x \$1.69/lb.	<u>560</u>

- 5/ To cover costs of producing research cards for Reference Books, from 4,000 - 6,000 cards per book; the Reference Books; training materials; newsletter for wide distribution; and recurring reports.

* Every attempt will be made to secure mission and/or country funding for local cost components. Since this is a contingency, this budget does not reflect the possibility of mission and/or country funding.

Totals

I. Salaries	\$637,490
II. Consultants	55,100
III. Fringe Benefits (\$172,120 + D.B.I. = \$ 53,865)	225,985
IV. Overhead	363,370
V. Travel and Transportation	175,418
VI. All inces	193,700
VII. Other Direct Costs	98,350
VIII. Equipment, Vehicles, Materials, and Supplies	<u>70,000</u>
Grand Total	\$1,819,413