

932-068

I. PROJECT IDENTIFICATION

1. PROJECT TITLE: PLANNING ASSISTANCE (PA) DEVELOPMENT PROGRAM GRANT

2. PROJECT NO. (ILO 1025.11): 932-13-950-068

3. RECIPIENT (agency):

COUNTRY _____

REGIONAL _____ INTERREGIONAL _____

4. LIFE OF PROJECT

BEGINS FY _____

ENDS FY _____

5. SUBMISSION

ORIGINAL _____ DATE _____

REV. NO. _____ DATE _____

CONTR./PASA NO. _____

APPENDIX ATTACHED

YES NO

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

A FUNDING BY FISCAL YEAR	B TOTAL \$	C. PERSONNEL		D. PARTICIPANTS		E. COMMOD- ITIES \$	F. OTHER COSTS \$	G. PASA/CONTR.		H. LOCAL EXCHANGE CURRENCY RATE (\$US (U.S. DOLLARS))		
		(1) \$	(2) MM	(1) \$	(2) MM			(1) \$	(2) MM	(1) U.S. GRANT LOAN	(2) COOP COUNTRY	(3) BUDGET
1. PRIOR THRU ACTUAL FY												
2. OPN FY 75	200						200					
3. BUDGET FY 76	250						250					
4. BUDGET 11 FY 77	250						250					
5. BUDGET 12 FY												
6. BUDGET 13 FY												
7. ALI SUBJ. FY												
8. GRAND TOTAL	700											

9. OTHER DONOR CONTRIBUTIONS

(A) NAME OF DONOR _____

(B) KIND OF GOODS/SERVICES _____

(C) AMOUNT _____

III. ORIGINATING OFFICE CLEARANCE

1. DRAFTER: Wilbert M. Holcomb *W.M.H.* TITLE: Development Officer, PHA/PVC/OPNS DATE: _____

2. CLEARANCE OFFICER: Cleo F. Shook TITLE: Associate Director, PHA/PVC DATE: _____

IV. PROJECT AUTHORIZATION

1. CONDITIONS OF APPROVAL

3. Judith Gilmore PHA/PVC/PE

4. John A. Ulinski, Jr. Director, PHA/PVC

5. Allan R. Furman AAA/PHA

6. D. McMakin

2. CLEARANCES

BUR OFF.	SIGNATURE	DATE	BUR OFF.	SIGNATURE	DATE
EA/TD	<u>E. Marks</u>		NESA/TECH	<u>D. Steinberg</u>	
LA/MRSD	<u>M. Zak</u>		PPC/DPR	<u>J. Welty</u>	
AFR/DP	<u>D. Wilson</u>				

3. APPROVAL AND/OR OFFICE DIRECTORS

Harriett S. Crowley *H.S.C.* DATE: 12/5/75

4. APPROVAL & AID (No 30 1025.111)

SIGNATURE: _____ DATE: _____

DEPARTMENT OF STATE
AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON D C 20523

May 14, 1975

MEMORANDUM

TO : See Distribution

FROM : PHA/PVC, John A. Ulinski, Jr. 

SUBJECT: Planning Assistance's PROP for a Development Program Grant

Your clearance and/or written comments is requested on this PROP. As a result of a meeting with representatives of all the Regional Bureaus and PPC with the staff of Planning Assistance some minor modifications have been made. Your attention is directed to pages 1-2 and pages 13 through 17.

Please notify Mr. Holcomb, x 23325, room #3726 N/S, when you have cleared. If we do not hear from you by COB, Friday, May 16, we will assume you will accept our decision to proceed with the implementation of this Development Program Grant to Planning Assistance.

Distribution: EA/TD : E. Marks
LA/MRSD : M. Zak
AFR/DP : D. Wilson
NESA/TECH: D. Steinberg
PPC/DPR : J. Welty

Attachment: a/s

PROJECT TITLE: DEVELOPMENT PROGRAM FOR PLANNING ASSISTANCE

INTRODUCTION

Planning Assistance is a non-profit voluntary organization formed in 1973 to assist governments and government institutions of developing countries, and voluntary organizations operating within those countries in improving the utility and effectiveness of their planning and general management as they reach toward development goals. The goal of Planning Assistance is to increase the abilities of these agencies to manage their operations for the most economical attainment of their objective. As such Planning Assistance seeks neither to replace nor disrupt current delivery systems but rather to introduce, reinforce and institutionalize within the delivery system sound planning and management procedures.

Planning Assistance directs most of its attention to the problems of other private voluntary organizations working with government institutions of developing countries, and the low income areas of the United States. This policy is based on the belief that the majority of PVO's are doing some of the most important work that organizations can perform in the LDCs. They have identified human needs and are trying to provide services or solutions to meet those needs. Invariably, however, the resources available are inadequate to meet the total needs for services or solutions. In addition, these organizations often do not use their scarce resources as efficiently or effectively as possible in that they fail to take advantage of the most proven methods of planning, project development and management, or do not direct enough of their energies toward the careful and timely planning of their work. In many instances,

PVO's are unable to influence host governments and institutions to think in terms of collaborative style planning.

PA experience in regional and country level program planning sessions consist of the following:

1. In Africa PA conducted a family planning program development workshop for the directors of 32 voluntary agencies from 15 countries.
2. In Africa also, PA conducted the first annual planning program development workshop for the directors of Catholic Relief Service's Guh-Sahara Region.
3. In Asia, PA worked with 31 representatives from 11 Asian countries to develop detailed program plans in family planning information and education.
4. In Latin America PA conducted a workshop for 31 voluntary agencies from 19 countries to develop plans for work in sex education and family planning for the next program year.
5. In Bangladesh, PA conducted a country level annual planning workshop for 14 voluntary agencies that either wished to initiate or expand their family planning activities.

PA presently has a staff of seven people, and a voluntary Board of Directors which takes the leadership in the development of the organization's goals and support the implementation of its work. There are two office locations, one in New York, and the other in Washington, D.C.

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PROJECT SUMMARY

PA seeks a Development Program Grant (DPG) from A.I.D. for up to three years totaling \$700,000 to: Institutionalize joint program planning and general management ability in selected LDCs; and, develop within PA a resource with experience behind it for voluntary agencies, and LDC governments to use in program planning and design. The grant will provide funding for an experienced project staff for the three years and a travel budget which will permit preliminary and follow-up in-country joint goal setting and program planning of workshops between those governments and PVO's working in nutrition and family planning services. Planning Assistance is limiting its services to assistance in family planning and nutrition programs during the first year of the grant, and possibly during the three year period. This course is being chartered because Planning Assistance does not feel that it can respond with high quality professional service to requests covering a large number of technical areas.

At the end of the three year period, Planning Assistance feels confident that participating countries and organizations will demonstrate commitment to a joint program planning and development process which identifies needs and applies scarce resources to meet needs in a more optimistic fashion. In addition, they feel that the veracity of their organization will have been sufficiently demonstrated so as to generate additional request for PA assistance and thereby provide

PROJECT GOAL

1. Goal Statement: To increase the abilities of LDC government agencies, and of international private development agencies, to plan and manage their operations for the most economic attainment of their goals.

2. Measurement of Goal Achievement:

(a) Number of government, and voluntary agency program and project plans reflecting joint agency participation in a program planning and development process.

(b) Number of inter-agency project design committees established which jointly make decisions, identify goals/objectives, allots tasks and resources to meet goals/objectives.

3. Means of Verification:

(a) Survey visits, and review of LDC government's, and voluntary agency's development and other relevant documents.

(b) Review of planning assistance's reports.

(c) Review of AID, and other international agency reports.

4. Assumption for Achieving Goal:

(a) Government policies in the LDCs will favor a joint program planning and development process.

(b) All LDC government, and voluntary agency officials who have planning responsibilities for their respective agencies, will devote sufficient time to the joint program planning and development process.

(c) LDC officials, and voluntary agency officials are receptive to the joint planning approach.

PROJECT PURPOSE

1. Purpose Statement: Institutionalize joint program planning and general management ability in selected LDCs; and, develop within PA a resource with experience behind it for voluntary agencies, and LDC governments to use in program planning and design.

2. End of Project Status:

(a) LDC governments where PA has completed planning assistance programs, are demonstrating ability to administer joint program planning for development without outside help.

- Government/PVO plans and programs being implemented which reflect participation of both government and PVO program managers, staff members and village level representatives.

(b) General management effectiveness is demonstrated in LDCs where planning assistance programs have been completed.

(c) PA enjoys international reputation in program planning and design.

- In joint program planning
- In multi-sector planning
- Ability to institutionalize

(d) International and indigenous PVOs are utilizing the services of Planning Assistance.

(e) Inter-agency committees are functioning in participating LDCs, and direct linkages are established between volag development program goals and host government goals.

- Inter-agency project design committees which jointly makes program decisions identifies goals, allots tasks and resources to meet these goals.
- Plans prepared through a joint program planning and development process are being implemented, resources are allocated, tasks of work assigned, goals and objectives are being attained.

3. Means of Verification:

(a) Project agreement will require that PA submit reports to AID on the progress of this project. (See evaluation plan below). These reports will be checked appropriately to determine if continuity of activities is reflected, and if outputs are being properly managed to achieve the project purpose.

(b) Field surveys will be made periodically, during the entire life of the project, to observe project activity in action, to review host country documents, and document material of other participating agencies.

(c) Reports from participating PVO's, USAID Missions, American Embassies, and U.S. donor agencies will be reviewed.

4. Assumptions:

(a) That LDC governments, and participating PVO's find joint program planning to be more advantageous than their present system of planning.

(b) That joint planning and application of resources can be a multi-agency function if a common design process is used.

(c) That host governments have the ability and sustained interest to follow through to sustain a joint program planning and development process.

PROJECT OUTPUTS

1. Outputs:

(a) Recruitment, hiring and orientation of new technicians to be added to the PA staff.

(b) Development of guidelines and procedures for PA program development and operation procedures.

(c) Scheduling of project activity.

(d) PA Program development among LDC government agencies, and among PVO's.

(e) Prepare materials which describe the planning process, country-to-country variations.

(f) Conduct planning sessions, including multi-sector planning, to provide learning experiences for participating agencies.

(g) To enhance institutionalization, plan and conduct training seminars and workshops for participating agency personnel.

2. Output Indicators:

(a) New professionals added to the PA staff, as shown under personnel in the budget breakdown of this proposal, within 60 days after grant agreement is signed.

(b) Guidelines and procedures in hand, and approved by A.I.D., 90 days after agreement is signed.

(c) One program developed in three different geographical regions during the first grant year, four additional in the second year, and five additional in the third year.

(d) Implementation schedule in hand (within 120 days after agreement is signed) indicating by country where planning sessions, seminars, and workshops will be conducted. Schedule will also indicate participating agencies in each country.

(e) Preparation of materials completed and in the hands of each PA technician a minimum of 30 days prior to each workshop.

(f) One or more planning sessions in each of three countries during the first grant year, four more (7 total) in the second year, five more (12 total) by the end of the third year.

- In the second year, two or more sessions with governments will focus on project design.

- In the second year, two or more sessions will focus on multi-sector planning.

(g) One or more training seminars or workshops, in planning and development process, conducted in each participating country by end of first grant year.

- Participants in seminars will include program managers

- Workshops will include participation by target population.

3. Means of Verification:

- (a) AID participation in staff orientation.
- (b) AID review of guidelines.
- (c) Field visits and project surveys.
- (d) Examination of schedule.
- (e) Examination of materials.
- (f) Review of reports submitted by PA, and by other participating PVO's.
- (g) Examination of materials.

4. Assumptions:

(a) That LDC governments, and participating PVO's accept the "joint program planning and development process" as a better system of operation than their present system.

(b) That LDC government official and PVO officials have the administrative and management capacities to follow through in a joint program planning and development process system.

(c) That LDC government officials in particular, after they have been trained by PA, will remain in their planning and programming positions whereby the capabilities they have acquired can be utilized.

PROJECT INPUTS

- (a) AID Development Program Grant
- (b) PA administrative skills
- (c) PA technical skills
- (d) LDC administrative and technical skills
- (e) PVO administrative and technical skills

BUDGET SCHEDULE (\$000)

FY 1975
200

FY 1976
250

FY 1977
250

BREAKDOWN OF FIRST YEAR BUDGET

1.	<u>Personnel</u>		
	Program Manager		\$ 20,000
	Senior Planners (2 at ½)		24,000
	Project Design Trainer (Family Planning)		18,000
	Project Design Trainer (Nutrition)		18,000
	Administrative Assistant		12,000
	Secretary		8,000
		Sub-total	<u>\$100,000</u>
2.	Fringe Benefits at 6.85%		\$ 6,850
3.	Rent		
	Utilities		
	Supplies		
	Rental of equipment		\$ 16,412
4.	Travel	Sub-total	\$ 29,200
	Africa - 3 trainers, 2 sessions, 2 trips per session \$1,300/trip X 2 X 2 X 3		\$ 15,600
	Asia - 2 trainers, 1 session, 2 trips per session \$1,300/trip X 1 X 2 X 2		\$ 5,200
	L.A. - 2 trainers, 1 session, 2 trips per session \$800/trip X 1 X 2 X 2		\$ 3,200
	To be Determined - 2 trainers, 1 session, 2 trips per session \$1300/trip X 1 X 2 X 2		\$ 5,200
5.	Indirect Costs (Administration and Support) 39.35% (of 1 + 2 + 3)		<u>\$ 48,503</u>
		Grand Total	<u>\$200,965</u>

RATIONALE

Planning Assistance has, over the past two years, developed a proven strategy whereby a country's efficiency and effectiveness in achieving development goals can be increased through the institutionalization of a Joint Program Planning and Development Process (JPPDP). As a majority of government agencies and private volunteer organizations are confronted with scarce resources and do not direct enough of the internal energies toward the planning of their work, the acceptance and application of a JPPD Process can have significant impact on their ability to achieve program goals and objectives.

The Planning Assistance JPPD Process brings together, through a workshop series all parties involved directly and indirectly in the pursuit of a particular development goal. It provides the format for a joint review and mutual planning of specific programs designed to meet those goals.

The basic JPPDP includes:

1. Needs Assessment
2. Resources Assessment
3. Analysis of Conditions and Constraints
4. Review of Current Year Results
5. Review of Long Term Goals
6. Setting of Goals, Objectives and Priorities for New Program & Fiscal Year
7. Preparation of Plans of Work for New Fiscal Year
8. Establishing Methods of Monitoring and Evaluation of Progress Under Program Plans and Achievement of Goals and Objectives
9. Budgeting
10. Assessing Needs for Program Support
11. Preparing Program Support Plans

The objectives which the institutionalized JPPD Process are designed to achieve are substantial rationale for this Development Program Grant to receive favorable consideration by A.I.D. Among these objectives, the following are the most explicit.

1. Multi-agency involvement in a JPPDP which includes, in the first year, the participation of program managers, staff and client groupings in establishing clear statement of goals, objectives, work schedules, monitoring and evaluating measures, and budgets necessary to most effectively achieve the countries' development goals.
2. Governments' involvement in the JPPDP which includes, in the last year, governments taking a role as project design participant and joint coordinator (government volunteer agencies) in decision making, priority setting, goals and objectives identification.
3. Development of JPPDPs which allow multi-sector (e.g. health and family planning at one session) program design to take place within a single planning situation by the conclusion of the final project year.

COURSE OF ACTION

1. Implementation Plan

Implementation of this project will involve: (a) Recruitment, hiring and orientation of new personnel; (b) development and implementation of guidelines and procedures for program development and operations; (c) scheduling of project activity; (d) actual program development activity; (e) conducting planning sessions; (f) development of training materials; and (g) planning and conducting workshops.

- (a) Recruitment, Hiring and Orientation of New Personnel: An individual with programming experience has already been selected for the position of Program Manager. The two Senior Planners positions (part timers) will be filled by two individuals from the present PA staff. Recruitment will have to be made to fill the remaining four positions. The project design trainers for family planning and nutrition requires careful screening for selection. Selection criteria has been established already and only individuals with family planning, and nutrition backgrounds are being considered for selection. Other requirements are field experience, and project design capability.

In view of the availability of the two Senior Planners and the Program Manager, all key members of the DPG staff, implementation activities can move forward without very much delay. All new personnel will have been hired within 60 days after the grant agreement is signed.

(b) Development of Guidelines and Procedures: PA already has a program development approach which it has followed in the past. With the new staff added, however, and expansion of development activity, the present guidelines and procedures will need revising. These revisions will have been made and approved by A.I.D. within 90 days after the grant agreement is signed.

(c) Scheduling of Program Development Activity: Preliminary investigations of the kind of concerns volags have about their programming in the LDCs is currently under way in the following countries:

Africa -- Niger, Lesotho, Botswana, Swaziland, Kenya,
Zambia, Zaire, Mozambique

Asia -- Afghanistan, Philippines, Thailand, India, Nepal
Sri Lanka, Pakistan, Indonesia, Bangladesh

Middle
East -- Egypt, Iran

Latin &
South
America-- Honduras, Nicaragua, Haiti, Ecuador, Guyana, Bolivia.

Before going to a country, Planning Assistance inquires with voluntary agencies, technical assistance resources (like the Family Planning Technical Assistance people in New York), and others including A.I.D. personnel, who have current working knowledge of the situations and needs of the countries. Countries in which family planning and/or

nutrition-agriculture projects are presently underway by PVO's and in which there is already a conscious searching for a better or more systematic way to accomplish their goals are places given priority. Efforts will be expended by Planning Assistance to develop at least one program in each of the geographical regions listed above during the first grant year.

- (d) Program Development Activity: Within 120 days after the grant agreement is signed, PA expects to have its implementation officially completed to begin program development activity. PA's methodology for program development follows:
- After contact has been made here in the U.S. with PVO headquarters, and technical assistance resources (as described in (c) above), overseas contacts begin. PVO's in the LDCs are contacted and asked directly about the work they are doing and the possibility that a project planning and design workshop (which is explained in some detail) might be helpful. If the response is generally positive -- at least 15 to 20 initial expressions of interest -- a PA staff person or team is assigned to review in-country the programming and project design problems being experienced (the needs and constraints of volags), explain in considerable detail the workshop possibilities (what can and what cannot be accomplished through the workshop format), and itemize agency needs.

- (e) Planning Sessions: Following this review, still in-country, the agencies interested in the workshop, including government and resource persons, are brought together in a preplanning session during which goals and objectives for the workshop itself are clearly identified, an agenda prepared, work tasks for conducting the sessions assigned, dates and places suggested and set. Agencies not yet participating but expressing interest are again contacted. An invitation and homework list are prepared, agenda finalized, site and place fixed, and logistic arrangements handled.
- (f) Development of Training Materials: Training materials needed for planning sessions, workshops, etc., will be completed and in the hands of each participating PA technician a minimum of 30 days prior to each workshop. This material will describe the planning process, and will vary, to some extent, from country to country.
- (g) Conducting Workshops: The workshop itself usually follows closely on this developmental, and planning session work discussed in (d) and (e) above. Between pre-planning and the workshop itself, PA prepares technical and training materials which are needed, identifies and confirms staff and resource participation as well as participant commitments, and assembles the technical and administrative team that will conduct the workshop. An evaluation instrument is prepared for pre-, during, and two post-periods, and finalized.

Possible participants from other sectors or other countries are invited to attend the session so they might more intelligently decide whether a workshop is suitable for their needs.

The workshop is then conducted, and follow-up need identified. Workshop participants determine the extent to which follow-up is desired and set the parameters for that work by themselves and PA.

2. Evaluation

The workshops will be evaluated at three discrete levels:

(1) Development, (2) Implementation, and (3) Achievement. Each level will provide succeedingly important data on progress toward achieving the goal of assisting project design by voluntary agencies and government organs.

(1) Development

The development level of evaluation will be conducted on site during the workshop and will address itself to the specific objectives of the workshop, i.e.,

- i. Do the goals and objectives as established by each agency participant accurately reflect the organization's experience, strengths, and constraints?
- ii. Do they make an optimum contribution toward meeting the need for specific services?
- iii. Is the plan of work sufficient for the attainment of those goals and objectives?
- iv. Are sufficient resources indicated, both financial and technical, for successfully carrying out the plan of work?
- v. Is the technical assistance support required for program implementation and maintenance accurately indicated?

(2) Implementation

Six months after each workshop, a questionnaire will be sent to each of the participants with requests for the following information:

- i. Has the plan of work been reviewed by the entire organization and approved for implementation or turned into a funding proposal?
- ii. Have resources been secured?
- iii. Is the plan being implemented?
- iv. Has the required technical assistance been received?

(3) Achievement

The third level of evaluation will be carried out a year and a half after each workshop and will consist of a follow-up questionnaire to provide information on:

- i. Are the original goals and objectives, or some revision thereof, being met?
- ii. To what extent is the need for services being met as a result?

Progress reports will be submitted to AID on output indicators according to the timeframes stated therein. In addition, Project Appraisal Reports (PARs) will be developed jointly by PA and PVC at the end of the first and second grant years. A complete evaluation will be done at the end of the third year.

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Life of Project _____
From FY _____ to FY _____
Total U. S. Funding _____
Date Prepared: _____

Project Title & Number: PLANNING ASSISTANCE (PA) DEVELOPMENT PROGRAM GRANT

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal. The broader objective to which this project contributes.</p> <p><u>Goal Statement:</u> To increase the abilities of LDC government agencies, and of international private development agencies, to plan and manage their operations for the most economic attainment of their goals.</p>	<p><u>Measure of Goal Achievement:</u></p> <p>(a) Number of government, and voluntary agency program and project plans reflecting joint agency participation in a program planning and development process.</p> <p>(b) Number of inter-agency project design committees established which jointly make decisions, identify goals/objectives, allots tasks and resources to meet goals/objectives.</p>	<p>(a) Survey visits, and review of LDC government's, and voluntary agency's development and other relevant documents.</p> <p>(b) Review of planning assistance's reports.</p> <p>(c) Review of AID, and other international agency reports.</p>	<p><u>Assumptions for achieving goal targets</u></p> <p>(a) Government policies in the LDCs will favor a joint program planning and development process.</p> <p>(b) All LDC government, and voluntary agency officials who have planning responsibilities for their respective agencies, will devote sufficient time to the joint program planning and development process.</p> <p>(c) LDC officials, and voluntary agency officials are receptive to the joint planning approach.</p>
<p><u>Project Purpose:</u></p> <p><u>Purpose Statement:</u> Institutionalize joint program planning and general management ability in selected LDCs; and, develop within PA a resource with experience behind it for voluntary agencies, and LDC governments to use in program planning and design.</p>	<p>Conditions that will indicate purpose has been achieved: End of project status.</p> <p>(a) LDC governments where PA has completed planning assistance programs, are demonstrating ability to administer joint program planning for development without outside help.</p> <p>- Government/PVO plans and programs being implemented which reflect participation of both government and PVO managers, staff members and village level representatives.</p> <p>(b) General management effectiveness is demonstrated in LDCs where planning assistance programs have been completed.</p> <p>(c) PA enjoys international reputation in program planning and design.</p> <p>- In joint program planning</p> <p>- In multi-sector planning</p> <p>- Ability to institutionalize</p> <p>(d) International and indigenous PVOs are utilizing the services of Planning Assistance.</p> <p>(e) Inter-agency committees are functioning in participating LDCs, and direct linkages are established between voltag development program goals and host government goals.</p> <p>- Inter-agency project design committees which jointly makes program decisions identifies goals, allots tasks and resources to meet these goals.</p>	<p>(a) Project agreement will require that PA submit semi-annually to AID on the progress of this project. These reports will be checked appropriately to determine if continuity of activities is reflected, and if outputs are being properly managed to achieve the project purpose.</p> <p>(b) Field surveys will be made periodically, during the entire life of the project, to observe project activity in action, to review host country documents, and document material of other participating agencies.</p> <p>(c) Reports from participating PVO's USAID Missions, American Embassies, and U.S. donor agencies will be reviewed.</p>	<p><u>Assumptions for achieving purpose.</u></p> <p>(a) That LDC governments, and participating PVO's find joint program planning to be more advantageous than their present system of planning.</p> <p>(b) That joint planning and application of resources can be a multi-agency function if a common design process is used.</p> <p>(c) That host governments have the ability and sustained interest to follow through to sustain a joint program planning and development process.</p>

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK
 Life of Project _____
 From FY _____ to FY _____
 Total U.S. Funding _____
 Date Prepared _____

Project Title & Number. _____

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Program or Sector Goal. The broader objective to which this project contributes:	Measures of Goal Achievement.		Assumptions for achieving goal targets.
Project Purpose.	Conditions that will indicate purpose has been achieved: End of project status.		Assumptions for achieving purpose:
Outputs:	Magnitude of Outputs:		Assumptions for achieving outputs.
Inputs: (a) AID Development Program Grant (b) PA administrative skills (c) PA technical skills (d) LIC administrative and technical skills (e) FVC administrative and technical skills	Implementation Target (Type and Quantity) BUDGET SCHEDULE (\$000) <u>FY 1975</u> <u>FY 1976</u> <u>FY 1977</u> 200 250 250	(a) Fiscal reports (b) Vouchers (c) Audits	Assumptions for providing inputs: (a) That funding be provided at the level expected (b) That participating agencies provide the skills expected