

**AGENCY FOR  
INTERNATIONAL  
DEVELOPMENT**



# PHASE-OUT PLAN

## BRAZIL

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ARNOLD H DADIAN  
OPLF AID/CFA  
OCT 14 1981

**DEPARTMENT  
OF  
STATE**

NOVEMBER 1973



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BRAZIL CASP FOR FY 1974-FY 1975/REQUESTED PHASE-OUT PLAN

AMBASSADOR'S OVERVIEW

As a result of the review of the Brazil CASP on April 17, 1973, the NSC/IGA/ARA determined inter alia that the bilateral assistance program for Brazil be phased down and out over a four-year period. As part of that decision (NSC/IG/ARA Memorandum No. 8) the IG directed that, "the Country Team should forthwith prepare a plan for phasing the bilateral program down and out and recommend the manner in which this intention should be made known to the Government of Brazil." The attached Phase-Out Plan is the Country Team response to that directive. It indicates the steps to be taken to phase down the bilateral program and to close the USAID Mission in Brazil within the time frame and monetary limitations of the IG decision.

In my initial meetings with the Brazilian press very soon after my arrival, I made special reference to the economic progress of Brazil, to the consequent lessened need for U.S. bilateral financial assistance (especially in relation to requirements elsewhere), the availability to Brazil of financial assistance from multilateral institutions, the relatively large pipeline of

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undisbursed AID loans in Brazil, and the reduction in the amounts of U.S. bilateral assistance available worldwide. I was careful to point out that the changed circumstances with respect to official bilateral assistance did not affect the positive U.S. position toward Brazilian access to multilateral institutions (the World Bank and the IDB were specifically mentioned), nor did I refer to private investment. Adverse press reaction to these statements was minimal. Nor did any Minister raise any serious questions with me in this regard during my official calls or since.

The USAID Director has taken the opportunity, during his initial visits with various Ministers and other GOB officials, to explain the situation. While some have argued that they considered the U.S. position to be erroneous, they have tended to focus their concern on the need to continue implementation of projects in the pipeline and on provision of scholarship and short-term, high-level consulting assistance. Most of these concerns can be accommodated, in our judgment, during the phase-down period.

I conclude from this that the GOB has been neither surprised nor disturbed by the clear signals we have given and that the GOB reaction to date (limited to proforma press comments of the Minister of Finance) was largely for public consumption, rather than reflecting

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a point of serious concern. With respect, therefore, to the question of notification to the GOB, I propose a continued low-key approach by the USAID Director and his staff--supplemented as necessary by similar low-key conversations by me with Ministers. We would matter-of-factly continue to inform the relevant Ministries of program and personnel adjustments consonant with the reality of an eventual end to USAID in Brazil, rather than make any formal declaration of termination which might call for a formal response motivated by "political" rather than really substantive factors.

This quiet course is particularly appropriate because of the forthcoming change of government. It is not necessary to notify the outgoing Medici Government formally of a decision that will affect almost exclusively its successor. Nor is it desirable to do so lest the Medici Government react politically as a result of either its sensitivities to actions which might be interpreted as confirmation of its lame-duck status or its desire to "protect" the position of the incoming government. Even more important is the fact that the advent of the new Geisel team will give us a whole new series of opportunities to educate, in a very natural way, key members of that team to the realities of the phase-out.

The operational necessities of disbursing a still large pipeline, with its attendant requirements upon the GOB for full

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cooperation, also argue against a precipitous or premature announcement of termination. The Brazilian Government-financed Trust Fund, through which virtually all program support local costs are paid, could be placed in jeopardy when the GOB is informed of the termination of the USAID Mission. Timing is also a most important element affecting our ability to develop and strengthen opportunities for the post-USAID Brazilian-U.S. relationship, which is a prime concern during this transition period.

For these political and operational reasons, I intend to avoid, if we can, point-blank formal notification of termination as long as it is gracefully possible, recognizing fully, however, that the end of FY 1975 is the practical deadline for notification. Between now and the close of FY 1975, it will be our purpose to accustom the GOB to the idea of phase-out as a logical consequence of the phase-down we will be engaged in. The pace of the education process will be geared as closely as possible to the attitudes and sensitivities of the new government.

Turning to the concepts that will guide us in the next three and a half years, I should note at the outset that there remain in Brazil many opportunities and needs in the satisfaction of which a small, selective, high-quality input from the United States during

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the phase-out can be of significant benefit in post-USAID relationships. There exist as well major social inequities--uneven income distribution, poor and geographically limited social services, chronic areas of drought, poverty, and high infant mortality--concerning which the United States can help supply innovative approaches to influence the channeling of greater Brazilian resources to deal more effectively with such problems. The attached plan indicates some of the target areas which the USAID program in its remaining time in Brazil, and strictly within the IG time frame and monetary restrictions, can assist. Furthermore, I believe, as stated earlier, that under current economic circumstances there will not be great concern at the policy level of the GOB at the loss of the already greatly reduced AID loan program. Nevertheless, some pressure from the operating Ministries (mainly Planning, Education, Agriculture and Health) will continue in the form of requests for at least selective technical assistance. These requests already have been and we expect will continue to be significant.

As we deliberately and sensibly bring to an end the USAID program that has been such an important element in the array of policy instruments available to us in this country, I have a special concern that, during the phase-out period, we make a careful and imaginative effort to guard against any significant weakening--during

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and particularly after the phase-out--of the current basic Brazilian orientation toward U.S. academic, technical and technological standards and training. This orientation, which has fundamental significance for the entire range of the U.S.-Brazil relationship, has been, I consider, one of the great fruits of the AID program and presence over the years. There is no doubt but that the closure of USAID/Brazil will, on its face, pose some threat to its continuation. I am satisfied, however, that with the continuing Brazilian pre-disposition towards U.S. standards and training (a pre-disposition evidenced by the geographical distribution of foreign training financed exclusively by Brazilian sources), with imaginative and deliberate use of the declining technical assistance funds in the next few years, and with the careful employment of alternate means and institutions, we can keep this threat to a minimum. Indeed, if we are smart enough, we may be able at least to hold our own, with higher quality compensating for the inevitable decline in quantity. To be specific, what I contemplate is a process by which the non-USAID investments in the technical assistance field which are available directly to the USG (e.g., the science bilateral, central AID programming, cultural exchange programs) and non-government instruments (foundations, universities) can be mobilized to provide increasingly sophisticated technical assistance, including training in the United States. This process of mobilization, in part, has begun with the phasing-out process of USAID geared to it and playing an important

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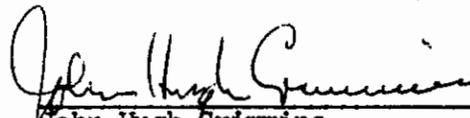
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part in it. If we carry out this process skillfully, we would hope to be so positioned, at the time of final termination of USAID, as to complete smoothly the transition to a situation in which the GOB would still obtain a high proportion of its technical assistance and training in the United States but would buy as much of it as possible with its own resources.

The proposed plan is gauged to the pipeline necessities, the development opportunities, the realities of the Brazil-United States relationship, and to our interest in a mature and sophisticated association, post-USAID, in technical assistance and training. I consider it a reasonable plan designed to culminate a successful relationship.

I support its recommendations.

  
\_\_\_\_\_  
John Hugh Crimmins  
Ambassador

October 31, 1973  
(Date)

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I. INTRODUCTION

Brazil's influence in Latin America and the entire Southern Hemisphere is felt today in world forums as they deal with international issues such as environment, population, territorial seas and trade policy. Brazil's leadership position is destined to grow if its economy continues to advance as anticipated, and as it becomes more accustomed to its expanding role in international affairs.

The fact that the United States and Brazil have very close relations is due in part to a sustained, conscious assistance effort of the United States Government. Bilateral United States aid over the years--especially through the difficult period of the mid-sixties--forms an important part of the foundation upon which the current relationship stands. The role of such bilateral assistance has changed as Brazil has progressed. In contrast to the massive infusions of capital for balance-of-payments and program support of the sixties, the USAID program has evolved into a minor but far more selective resource input to Brazil.

Brazil currently stands as proof of a relatively successful economic development model. In response, private investment in Brazil from the United States, Europe and Japan has become increasingly more important than the public economic support of the past. While substantial multilateral injection of official resources

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continues, the technical and managerial needs of the expanding economy have, in large part, replaced additional capital as the prime Brazilian official assistance requirement.

Following this trend in Brazil's development, USAID has reshaped its program to meet the needs for increasingly complex management and technical skills. USAID's new inputs have been entirely of a technical assistance nature since FY 1971. By 1972 over 10,000 Brazilians trained in the United States under USAID sponsorship had returned to Brazil with far greater numbers trained in Brazilian institutions which received U.S. technical assistance. USAID will build upon this base by supplying assistance for further advanced degree training in technical and managerial fields during fiscal years 1974 and 1975 while exploring other U.S. and Brazilian Government and private training resources for the 1976-77 and post-USAID period. This approach is believed to be the best method of ensuring the continued transfer of skills at modest cost, while at the same time maintaining and, if possible, increasing the U.S. orientation and contacts of the influential "technocrat" class which, to a significant degree, runs the day-to-day life of Brazil.

Graduate degree training and highly selective shorter term inputs of high-level technicians and consultants, though on a declining scale, is proposed as the essence of the USAID program

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for Brazil for the next two years. In terms of development priorities, the USAID program already is concentrated almost completely on the agriculture, education and health/nutrition sectors. As the remaining pipeline and its managerial workload diminishes, the size of the USAID Mission and its overhead cost will continue to shrink. We foresee a core generalist staff (about 30 people in FY 1974, 25 in FY 1975) to manage the remaining projects, to provide continuing contact with the relevant GOB institutions, and to be capable of defining highly specialized technical needs and contracting (or assisting the GOB to contract) for high priority services. This level of operations can be accomplished within the IG guidelines of \$5-6 million in FY 74, and \$3-4 million in FY 75.

Public Law 480 Title II inputs to Brazil have been negotiated to phase down markedly in the next few years. The school lunch program (entirely outside of the "developed" area of Brazil) has been negotiated toward a complete Brazilian takeover in 1976. The Voluntary Agency program will be completely out of the "developed" area of Brazil after 1974, and will be increasingly focused on the Maternal-Child Health Program in poorer areas of the country. A small government-to-government Maternal-Child Health Program, in conjunction with the Voluntary Agency program, is planned to lead to an entirely Brazilian-financed program after 1976.

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In addition to projects and activities directly funded by USAID/Brazil, there currently are a large number of LA regional and AID/TAB projects active in Brazil which do not fall within USAID/Brazil's funding levels. These projects are located in Brazil largely because of its relatively advanced institutional and human resource base, which offers an appropriate "field laboratory" for activities with a wider potential application than Brazil. This type of program, responsive to LA Bureau phase-out guidelines, is especially well adapted to Brazil's current capabilities and allows for a truly collaborative level of activity with Brazilian institutions.

With respect to these centrally funded activities, the USAID/Brazil program has developed through the years a broad range of influential contacts in the key development institutions in Brazil which the Country Team will strive to maintain in the post-USAID period. Many of these organizations are now at a point in their development where, for a minimal U.S. investment from TAB or from other U.S. public or private organizations, a large return can be realized quickly when combined with a substantial investment of Brazilian resources and expertise. Our previous investment in Brazil can, in this way, be tapped for the benefit of other countries as well as Brazil. These activities do not represent a major demand on USAID/Brazil staff-time, and can be coordinated (to the extent Mission coordination is required), by the staff already required for the monitoring of direct USAID/Brazil activity. The Mission strongly endorses continued efforts to utilize

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the growing expertise of Brazilian institutions through cooperative projects in research and development through centrally funded Regional and TAB programs. We repeat that we believe that these efforts fall within the IG and the IA Bureau guidelines as communicated to the post.

The IG specifically exempted from its decision population and narcotics activities. After a long and difficult period of extreme sensitivity on the part of the GOB in the population field, we may be seeing glimmerings of the development of gradual changes in the official view, which, in turn, might permit direct USAID involvement. At this time the Mission can only wait and be prepared to encourage gently any eventual modification of GOB policy, and continue to support the allocation of Title X funds to intermediate agencies such as the International Planned Parenthood Federation for "non-attributed" population activities in Brazil. It is important not to force the pace lest the modest improvement that we may be seeing be lost in reaction to increased pressures by us.

Direction of the narcotics project essentially is being handled by the Embassy, with technical help from the USAID program, training, and procurement offices. While no additional USAID staff is being sought for this project at this time, the narcotics project does represent an increasing workload which has been taken into account in determining reduced USAID manpower levels. The Country Team intends to keep future needs in this regard under continuing review.

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This submission presents the limited sectoral plans of the Mission for bringing ongoing projects to a close during the phase-out period. The submission also presents descriptions of several activities in priority social and economic development areas which could provide an appropriate basis for undertaking AID/W regional or TAB activities of broad interest to developing countries. The activities included are, in large part, a logical but limited extension of the USAID/Brazil program in years during which large capital transfers and large infusions of technical assistance were needed by Brazil, and during which USAID responded to those needs. A significant portion of USAID/Brazil's FY 1974-75 grant funds will be used in an attempt to develop and/or strengthen linkages between Brazilian and U.S. public and private institutions. During this transition period USAID staff will continue to systematically canvass Brazilian and U.S. institutions and develop specific courses of action for attaining this objective. Some examples of potential linkages are discussed in Section II of this paper.

In order to reach the IG target levels for grant assistance in FY 1974 and 1975, the USAID has had to eliminate or reduce previously planned activities of approximately \$2 million in each year. Deleted from the proposed USAID portfolio following the IG decision were new technical assistance projects in Computer Science, Agriculture Economic Planning and Organizational Management. The projected terminal date of the Education Planning and Administration

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project was advanced two years to permit terminal funding of this activity within IG limitations. In addition, a proposed two-year extension of the National Academy of Sciences chemistry project was withdrawn because of the monetary limitation. The USAID has not yet informed the Ministry of Education (MEC) of the decision to shorten the term of the Education Planning and Administration project. We foresee a difficult negotiation on the curtailment of this project which had been jointly developed by MEC and USAID and planned through FY 1977.

This submission also gives the Mission's plans for the provision of reduced monitoring of active loans, for the implementation of activities provided for in the outstanding loan portfolio, and the methods to be used to maximize the effectiveness of the remaining grant projects.

It should be recognized at the outset that an integral part of the planned reduction of the Mission is the curtailment of some monitoring and reporting functions. The portfolio of intermediate credit institution loans has been carefully reviewed within the Mission, with the borrowers, and discussed over the past year with AID/W. The resulting monitoring schedule for these loans (see Section IV and Annexes) is based upon the concept that USAID's responsibility is to assure the competent performance of the ICI and not to provide detailed monitoring of each subproject.

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Similarly the Mission is taking the necessary steps to remove itself from the process of reprogramming counterpart currencies (the initial round of programming of counterpart is completed). Further, preliminary discussions have been held with the GOB concerning the eventual management of the training program (see Training Section). Finally, the provision of short-term consultants to the GOB is being converted to a system whereby the GOB ministries select the consultant, write the technical scope of work, and arrange and pay for logistic support, transportation, and per diem.

An analysis of the Mission's reporting requirements is now underway to determine the appropriate workload consonant with personnel projections. Some initial changes suggested include a change from monthly to a quarterly basis for loan progress reports, the elimination of any independent economic reporting with the phase-out of the Mission's last economist position (before June 1974), and the elimination of any extensive reporting on other donor activities, except in those cases where the Mission believes a critical project is involved. Other prime areas for reduction are the Controller and Management offices where AID/W cooperation will be needed to eliminate or reduce the frequency of reporting if Mission staffing projections are to remain valid.

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In addition to the "sectoral perspective" approach, outlined in Section III, the Mission intends to concentrate its grant resources during the next two years upon key, strategic development factors which will assist Brazil to maintain its accelerated rate of development while finding better solutions to the income distribution and quality of life problems it faces. "Sustained growth and improved distribution of the results of development call for new strategies, innovative technologies and management concepts--areas in which the United States is uniquely equipped to be helpful....." <sup>1/</sup> The program this Mission proposes seeks to provide exactly this type of innovative and catalytic input to Brazilian development without the use of USAID/Brazil grant funds after FY 1975, in strict fidelity to the IG limitations. The Mission has sought to identify the key areas in which it can offer short-term, high-impact, and high-level assistance--where it has that special analytic, managerial or technological contribution to make. The uniqueness of the U.S. contribution, it is hoped, will assist in maintaining the current strong Brazilian orientation toward U.S. concepts.

We propose to continue to direct attention to the identification of organizations and individuals central to sustained development. We will seek improved techniques for cooperation in

<sup>1/</sup> John Hugh Crimmins' statement to U.S. Senate Foreign Operations Subcommittee, May 30, 1973

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the application of the resources of AID/W (Bureau, TAB, etc.) of international and private agencies (UNDP, Ford, etc.) and other donors to those strategic organizations and institutions. We will concentrate Mission resources on high-level, short-term consultants who have skills and insights that can be directed toward helping Brazilian leadership on key development issues. We will utilize funds for training experiences which are considered essential for the further development of required human resources, and for attainment of adequate institutional maturity. We will seek to institutionalize the benefits of past and present USAID training activity through preparation of a Brazilian entity to implement and contribute in the future to an expanded and largely self-sustaining program of training oriented as much as possible towards the U.S. We will, where possible, give priority to those activities which will have short- and long-run benefits to the North and Northeast. We will make a special effort to support Brazil/U.S. institutional linkages that are currently significant and which show promise of outliving our U.S. bilateral presence. Tentatively, we will concentrate, but not restrict our priorities, to agriculture, education, health/nutrition and science and technology. (For example, in the latter area we will explore expansion of National Science Foundation activities under the Science Bilateral.) These priority areas now receive a major share of USAID input. We believe, however, that there are other Brazilian priorities for which short-term technical

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assistance and training may prove to be crucial factors in the creation of a post-USAID relationship. The field of government administration with stress on problems of metropolitan area planning is one such, a conviction supported by numerous recent contacts with agency heads, governors and mayors, as discussed later. During the transition period we will also seek to promote constructive interchange between Brazil and other LDC's to explore greater use of Brazilian institutions and facilities in the worldwide development process. (The Mission has already discussed with TAB the potential that exists in Brazil for research and development accomplishments that could be useful for other LDC's.)

We will develop projects which respond to the priorities suggested in STATE CIRC-140073. Two such projects in the nutrition area have been forwarded to AID/W; another activity, in nonformal education, is currently under discussion with the GOB and TAB (see Section II); additional activities will be defined during the next few months.

The Government of Brazil recently issued a national science and technology policy which calls for the strengthening and expansion of Brazilian internal scientific institutions, scientific research and technological development projects. The science and technology policy states that, "bilateral and international agency cooperation

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will be sought to assist in the implementation of the policy."

The Mission believes that a prime opportunity exists in this extremely important area for the type of bilateral cooperation which best exemplifies the technical assistance goals and capabilities of the U.S. It will work to take advantage of the opportunity, in close cooperation with the Scientific and Technological Affairs Officer, and with close attention to the continuation, post-USAID, of cooperation through all available U.S. instruments.

The National Health Policy expected to be promulgated in the next few weeks enumerates eight broad areas of reform and modernization to be accomplished through special projects in the health area. Nutrition, family health programs, basic medical care, basic research programs, modernization of national official health agencies and the administrative reform of the MOH will be supported. Again, the participation of AID through specialized, high-level technical assistance and research personnel and through selective training programs can be an influential and timely factor in the implementation of this new health policy. The Mission will strengthen its interaction with the MOH and will support key technical assistance and training inputs as appropriate with an eye to a possible U.S.-Brazilian relationship, post-USAID, in this sector.

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II. TRANSITION ACTIVITIES AND DEVELOPMENT OF NON-USAID LINKAGES

A. Project Activities

The years of transition, FY 1974-FY 1975, as noted in the Ambassador's Overview, are years during which the USAID will make "imaginative and deliberate use of declining technical assistance funds....." to prepare the way for continued satisfactory U.S.-Brazilian developmental relationships in the coming years. During FY 1974-1975, the Mission, as stated previously, will manage and monitor grant and loan projects currently active. At the same time, innovative efforts will be taken to "consolidate past institutional improvements" and to address non-USAID linkages. This will be accomplished by giving attention to reshaping active AID projects, emphasizing innovative activities which have key development potential for Brazil, and which in the post-FY 1977 period will encourage continuing U.S.-Brazil interrelationships. The FY 74-FY 75 activities currently under consideration are described in the following paragraphs. This should not be considered a closed listing; rather, it should be understood that continuous attention will be given to definition of further activities consonant with the philosophy stated above.

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1. Nutrition

The Mission has submitted two activities for AID-TAB funding in the nutrition area. These activities have value in linking current AED nutrition projects with a possible future World Bank loan. (See TOAID A-211, dated August 28, 1973.)

2. Nonformal Education

After extensive Mission review, a program in nonformal education has been discussed with TAB and with the GOB. It is our consensus that this activity is one that has worldwide implications, but which can be best undertaken in Brazil, and which will be conducive to a meaningful post-phase-out relationship. The program 1) will require a high-quality, low-cost resource allocation; 2) will significantly improve the capacity of Brazilian nonformal education entities to expand relevant leading opportunities to that large portion of its population which is currently isolated from the rewards of Brazil's development; 3) will provide the best available research and development laboratory in nonformal education, which should be of direct benefit to a large number of LDC's (thereby increasing the returns from the sizeable past USAID investment in nonformal education in Brazil); and 4) solidify a partnership

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with Brazil that can serve other sectors such as science and technology, health, and agriculture, and which will endure after USAID's final input.

3. Açude Irrigation Program

A critical problem of Brazil's under-developed Northeast is the continuing water problem and frequent famine-provoking droughts. These droughts force subsistence farmers living in the interior areas to migrate to the coastal cities in search of food.

The State of Rio Grande do Norte has approached the drought problem by seeking to provide the people in its interior with adequate water resources to sustain them during the dry season. These water resources are provided through the building of small reservoirs, açudes, installed on a highly labor intensive food-for-work basis through a cooperative program between the State of Rio Grande do Norte, the Brazilian Ministry of Agriculture, and USAID.

The açudes are used agriculturally during non-drought periods as a means of limited, low-cost irrigation. To achieve

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the utilization of this resource an irrigation extension assistance package will be developed for the use of the State's rural extension service (ANCAR). Limited short-term U.S. technical assistance will be needed along with short-term training of several ANCAR personnel in pertinent subject areas during FY 74 and FY 75.

While individual portions of this program are in existence now, the Mission's approach, without involvement of long-term commitment, is to bring about a multi-disciplinary, coordinated effort by 1976.

The Rio Grande do Norte agude project is considered by the GOB as a pilot effort to be extended later, by the GOB with its own resources, to other Northeastern states. The ramifications of such a program would include both better nutrition and higher incomes for its poverty stricken beneficiaries; therefore, the project is considered to be within the guidelines proposed for innovative activities, and within the timing and funding limitations of the IG decision.

4. International Freshwater Fisheries Training Center

With the assistance of a USAID/Brazil-Auburn University contract, a first-class freshwater tropical fisheries research

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station has been established in Pentecoste, Ceará. This station, run by the Brazilian National Department of Works Against the Droughts (DNOCS), is the largest of its kind in South America. As such, it presents a unique facility for the training of freshwater fish researchers and technicians. The fisheries center would provide fingerlings for the acudes making available a source of high-quality animal protein as a diet during drought periods.

To implement an expanded regional program of short courses and seminars in fishery technology, supplemental assistance would be meaningful because DNOCS lacks both the human and financial resources necessary to make such a program fully successful.

Technical assistance would be designed to assist in the planning and organization of courses and seminars to be held at Pentecoste for the international participants. In addition, financial support would be required for the development of a fisheries research publication capacity. All this would be directed toward ultimate establishment of an International Freshwater Fisheries Training and Research Center.

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5. Health Activities

There are several approaches in the field of health where limited inputs during FY 74-FY 75 would enhance the value of Brazilian efforts and contribute to continuing U.S.-Brazilian linkages with potential application in worldwide public health programs of possible interest to <sup>the</sup> National Institutes of Health, Communicable Disease Center, and the Rockefeller Foundation among others.

a. University of Brasilia, Faculty of Health and Nutrition

One such activity is the program of the Faculty of Nutrition and Public Health of the University of Brasilia (UNB). The thrust of their effort is to develop a field laboratory for public health experience at the same time providing a balanced health services program within the community. The UNB effort is currently operative in the Brasilia satellite town of Sobradinho and includes health statistics, health education, mother and child care, nutrition, as well as treatment for some infectious diseases. It is the desire of the Faculty to extend the program beyond the urban perimeter to include suburban and rural areas. Small inputs of short-term technical assistance and training, which USAID has been requested to provide, would have a positive catalytic effect.

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b. Health Research--Instituto Osvaldo Cruz

The modernization of the institutes and research centers of the Osvaldo Cruz Foundation is given priority status in the GOB policy statements in both the Health Sector and the Science and Technology area. The Minister of Health has informed the Mission of his intent to reform, restructure and strengthen the central Osvaldo Cruz Research Center. The Minister indicated he would encourage cooperation with U.S. institutions.

The Mission is analyzing this opportunity with MOH and Osvaldo Cruz leadership and would hope to facilitate input of technical assistance, research personnel and selected training. This project, which also should be of interest to <sup>NIH, CDC,</sup> IATF, TAB and the Bureau, is one with post-USAID implications.

6. Administration, Economics and Urban Development

The rate of growth of Brazil and the current dynamism of the economic expansion of the nation have strained the administrative and management capacity of public agencies (municipal, state and federal), have emphasized the need for

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economic planners, and have exacerbated urban problems. High-level GOB leadership, international assistance agencies, and USAID personnel have recognized the importance of continuing technical assistance and training in these fields.

a. Administration

Municipal, state, and federal leaders have expressed to senior Mission personnel their concern and need for continuing attention from external sources (technical assistance and training) to the development of the administrative capacity by public and quasi-public personnel in Brazil. The USAID would propose for the FY 74-75 period a reinforcement of its previous projects in this area (i.e. advanced training for staffs of graduate schools).

b. Economic Training

One of the most successful USAID/GOB projects has been the development of graduate programs in economics at the University of São Paulo--extending to eight other graduate schools of economics. The graduates of this program (many have studied in the U.S.) have been and are continuing to be effective participants in the Brazilian

development drive. Fundamental to U.S. interests and basic to Brazil's economic future, contemporary and innovative economists will continue to be important. To assure a proper linkage for the post-USAID period, the Mission will continue to give priority attention to Ph.D.-level participants in economics and will be alert to phase-out grant opportunities such as that proposed for the Graduate Economics at the University of São Paulo, where a modest U.S. input can help further crystallize a growing Brazilian capacity.

c. Urban Development

Modern day Brazil is an urban nation. In mid-1972, 56% of its 100.8 million population lived in cities. By 1980, it is estimated that 75 million people will be urban dwellers as compared to a total urban population of 21 million in 1950. This rapid urbanization has caused economic, social and political problems for which answers must be sought in a metropolitan area context. In seeking these answers Brazil has utilized innovative combinations of approaches to urban development, and yet, still lacks a coordinated policy in this area. Thus Brazil

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provides a unique setting for the study of urban development problems and implementation of solutions to these problems which may be of interest to other developing and developed countries. This is a high-quality, high-impact activity, where "on-goingness" potential for future, non-USAID relationships with the U.S. is high.

USAID/Brazil's basic guideline in this area will be to provide further assistance to the Ministry of Planning and other entities in the continued development and implementation of integrated metropolitan area policies and plans which address current and future problems created by rapid urban growth.

USAID/Brazil assistance would be concentrated in two areas critical to the development of government policies: 1) training personnel, and 2) policy and program development through highly specialized consultants:

Training of Urban Planners. The Mission would provide selective short-term and/or doctoral level training for Brazilian professionals at the state, regional or national level. This training activity will link, where appropriate,

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to on-going programs of other agencies (such as the Brazilian University Urban Consortium, being supported by the Ford Foundation) and would be so designed that with the termination of USAID support, the relationship would be likely to be continued.

Urban Policy and Program Development. USAID/Brazil would also provide short-term expertise to assist Brazilian institutions in their development of new policies, programs and procedures for addressing current and future metropolitan area planning problems. Such areas might include: applied research; analysis and evaluation of innovative approaches to the solution of urban problems; urban economics, including studies of rural/urban migration; labor intensive technologies and employment; environmental considerations; and the more rational use of available resources. We would be careful to structure this activity in a form conducive to continuation of support by non-USAID funding sources.

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B. Training

Over the last decade a consistently significant percentage of AID's assistance to the GOB has been directed to participant training. More than 10,000 Brazilians have studied in the U.S. under AID auspices (over 5,000 since 1963). Historically, training has been related to grant or loan funded institution-building projects. Priority training areas have been Agriculture, Education, Health, Labor, Public Administration, and Public Safety.

As the economy of Brazil has flourished, and as greater in-country general training capacity has emerged, the need for advanced specialized training abroad has accelerated. Training, more than any other U.S. involvement in Brazil, has greater potential for continued Brazilian orientation to the U.S. for intellectual, scientific and technological interchange. Former AID-sponsored participants occupy key leadership roles in many government and non-government agencies. The need for continuation of training, post-USAID, cannot be exaggerated. The Mission will continue in 1974-1975 to support candidates for advanced degrees in priority areas of development, and will provide funds for short intensive training at seminars, workshops and professional meetings. This AID activity will be closely coordinated with equivalent Brazilian programs, and with international agencies. The program will be restricted to

development priorities where other training monies (GOB or AID loan) are not available and where a modest investment in training can be expected to have a high payoff.

Given the IG decision and the resulting decline in the availability of AID grant funds, the Mission attaches top priority to beginning immediately to transfer management and implementation of training to a host government agency or agencies, and to seek post-USAID patterns of continuation through AID/W, other U.S. Government and non-government organizations. Preliminary discussions in this regard have been held with directors of appropriate Brazilian institutions and with other agencies, e.g., the Ford Foundation. A receptivity to the goal of gradual, effective institutionalization of the training function within a Brazilian organization has been indicated in these discussions. The following gives a preliminary breakdown of some of the steps we believe should be carried out in the transition period to assure transfer of the training functions.

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FY	GOAL	RESPONSIBILITY	FUNDING
1974	<ol style="list-style-type: none"><li>1. Process participants in key areas for short and long term training.</li><li>2. Prepare for GOB institutions and international agency involvement in the establishment of priorities and in the management of USAID grant and loan funding.</li></ol>	<ol style="list-style-type: none"><li>1. USAID Technical Divisions and other Mission personnel will identify priority areas and propose suitable candidates.</li><li>2. Training Office will process participants. AD/TO and Training Office will hold discussions with CNPq, CAPES, SUBIN, Ford Foundation, OIT, LASPAU.</li></ol>	<ol style="list-style-type: none"><li>1. USAID/Brazil grant and loan programs.</li></ol> <p>Make dollar grant to GOB if and when determined GOB institution prepared to implement training activity. Prepare for greater Brazilian funding of participants.</p>
1975	<ol style="list-style-type: none"><li>1. Begin transfer of major portion of the training function to GOB institution(s).</li><li>2. Begin phase out of Mission Training Office.</li></ol>	AD/TO, Training Office, Technical Divisions and Ford Found. to provide TA to host institution(s) to develop readiness to carry out training efficiently.	A grant to GOB institution to cover new starts as funding level permits.
1976	Phase-out Mission Training Office, except for one local who will continue GOB and USAID relationship and coordination of follow-up, etc.	AD/TO, Training Office and Program Office.	Grant to cover pipeline plus amount for additional training.

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III. SECTOR PERSPECTIVES: HUMAN RESOURCES, SCIENCE AND TECHNOLOGY;  
AGRICULTURE; HEALTH/NUTRITION; FOOD FOR DEVELOPMENT

This section includes general statements about the current USAID programs in the sectors noted above. Additionally, the perspectives include proposed activities consonant with A-40 guidelines. The section is a narrative preparation for study of Section IV, Monitoring Annex A.

A. Human Resources, Science and Technology Sector Perspective

1. Priority Development Problems within the Sector

- a. Strengthening of Brazil's institutional capacity to produce the high-level manpower required for its socio-economic development.
- b. Enlarging the infrastructure for planning, management, and evaluation of educational programs.
- c. Improvement of the quality, relevance, and efficiency of the learning experience in an expanding educational system.
- d. Use of innovative, alternative means of educating more students at lower unit cost.
- e. Increase of learning opportunities through nonformal educational programs.

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f. Development of a system for transference, adaptation, and local generation of engineering, research, and technology, resulting in growth of industrial production and exports.

## 2. USAID/Brazil's Current Program

The USAID strategy is to assist Brazil to address these priority problems through sector loans supplemented by closely related grants and ancillary activities such as short-term, high-level consultants.

In the area of overall educational improvement, USAID's principal instruments of support are Education Sector Loans I and II. Education Loan I is financing the construction, equipping and staff training for approximately 200 multi-purpose post-elementary (grades 5-8) schools in four participating states and one model school in the capital city of each other state. The intent of the loan is to expand educational opportunities and firmly establish a new career-related philosophy and methodology of learning at this scholastic level. Education Loan II will help finance integrated educational development programs in at least six states and various national programs of educational leadership. The key thrust of the loan is on educational systems development and administrative improvement at federal and state

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levels. Strongly supporting the sector loans is the Education Administration and Planning Project (No. 296.1) which provides advisory assistance to the Ministry of Education and Culture and through it to the states for the development of comprehensive educational plans and strengthening of planning/administrative skills.

USAID's assistance to Brazilian universities and training institutions is provided mainly through the participant training program. Scholarships for graduate degree study in the U.S. are provided preferentially to those institutions that prepare long-range programs and staff development plans. In addition, the recently approved Higher Agricultural Education Loan will provide technical assistance and training for expansion and improvement of selected graduate agricultural education programs. Finally, USAID is seeking to continue support for graduate economics education through a grant to the Instituto de Pesquisas Economicas of the University of São Paulo.

In science and technology, a \$15 million loan for the Program of Science and Technology of the State of São Paulo is now being implemented. This loan provides technical assistance and training for participating institutions in the following areas: general research management, standardization and quality control, engineering, research and development in .

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metallurgy, and food technology.

3. Proposed Future Program

The principal lines of USAID's future program in this sector are:

a. Continued implementation of Sector Loans I and II, the Science and Technology Loan, and the Agricultural Higher Education Loan. No new loans will be proposed. Sector Loan I will terminate at the end of FY 1975.

b.

Continuation of the Education Administration project through December 1975 with final obligation in FY 1974. (Subject to favorable AID/W decision regarding forward funding.)

c. Continued use of participant training funds to finance staff development through graduate programs in education and the social sciences.

d. Major new emphasis on assisting nonformal educational programs in Brazil. Main objective is to strengthen coordination, organizational development, staff development, research,

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and evaluation. Assistance will be provided through Mission and GOB funding instruments: short-term consultancies, participant training, etc., and by directing available expertise of TAB and 211(d) institutions to Brazilian problems.

e. Responsiveness to periodic, specialized requests from the Ministry of Education and Culture for assistance in execution of priority projects, e.g., science education, short-term career education, education technology, etc. Assistance to be provided through short-term consultancies, participant training, etc.

NOTE: The prevailing criteria for application of USAID funds to items c. and d. will be:

--The opportunity to influence decisions concerning much larger expenditures of the Ministry's own resources and/or the funds of other development assistance agencies.

--High potential for bringing about more efficient use of existing resources on current programs.

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B. Agricultural Sector Perspective

The agriculture program of USAID/Brazil has three major interrelated emphases. These are production, agricultural education, and marketing.

1. Production

Elimination of the major constraints to agricultural productivity is the key to Brazil's and the world's food supply problems. Inefficient farming is a wasteful allocation of human as well as natural resources. A number of AID programs are aimed at removing some of the key productivity bottlenecks.

Largest and most critical of the above-mentioned programs is the Agricultural Research Loan (L-077) which aims to develop on a commodity-by-commodity basis a modern research capacity within Brazil's newly created semi-autonomous National Research Enterprise (EMBRAPA). This program will develop the philosophical, organizational, methodological, and personnel basis for future Brazilian agricultural research.

Several TAB and other AID/W centrally funded projects also work to lessen specific research related problems. Such

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programs include: an Oregon State weed control project, a North Carolina State-Cornell soils project, a Utah State water management project, and several smaller 211(d) efforts. All of these activities have been coordinated with and complement the EMBRAPA effort.

Key in importance to the development of a Brazilian agricultural research effort is the establishment of a stronger economic analysis and planning capacity. USAID is assisting in this area mainly through the provision of participant training and short-term consultants to the Office of Agricultural Research and Analysis of the Ministry of Agriculture (EAPA). Recent discussions between the Mission and EAPA concern the provision of technical assistance in the area of sector analysis. Such assistance may be provided through either Mission funded short-term consultants or a TAB project.

Two grant projects are also aimed at productivity improvements. The first of these projects is with the Ministry of Agriculture's Seed Division and Mississippi State University in seed production improvement. USAID's seed project terminates in June, 1974. A recent IDB loan will continue work in this field.

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The second activity referred to is the fish production program in the arid, underdeveloped Northeast mentioned earlier as a candidate for TAB or Regional continuation.

## 2. Agricultural Education

Over the past decade, USAID/Brazil has provided assistance to the development of four Brazilian schools of higher agricultural education. These institutions (the Federal Universities of Ceará, Viçosa, Rio Grande do Sul, and the agricultural college of the State University of São Paulo) are currently the best of their kind in the nation. Grant assistance for these projects is scheduled to terminate at the end of CY 1973. However, as the result of several surveys and studies, the GOB and the Mission determined that, given evident demand and capability, further assistance to develop graduate (Masters and Ph.D.) programs in the agricultural sciences was indicated. A \$7.6 million loan was authorized for this purpose in June 1973 and signature is expected shortly.

## 3. Marketing

The development of an efficient marketing link between the producer and the consumer is critical if the productivity increases realized by the farmer are to be meaningful. Reduction

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in the spoilage of food and in the costs of food handling are important elements of food availability and supply. Two USAID loans--\$14 million for construction (L-083) and \$1 million for technical assistance (L-084)--are focused on establishing an effective, modern wholesale food marketing system in Brazil's Northeastern region.

C. Health/Nutrition Sector Perspective

Mission interest is directed at two basic aspects of the Brazilian health problem, i.e., the delivery of services to unattended populations and malnutrition. Present activities deal primarily with the malaria program, the development of integrated health delivery systems, and nutrition.

1. Malaria

Malaria is, basically, a rural disease in Brazil and the malaria program is providing protection for some 40 million people, or virtually all of the population at risk. Interruption of transmission has been achieved in a population of about 19 million. The program is the only organized health service which reaches many of these people. It is providing for the spraying of about 4 million houses every six months and the administration of approximately 2.5 million treatments per year.

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The intent of the present malaria loan was to provide imported commodity support and some technical assistance to the point where the GOB was able to continue with its own resources. The GOB is planning to provide resources to assume this responsibility in CY 1975. Loan funds are adequate to cover requirements for CY 1974 and final procurement is underway. Final deliveries are scheduled for March-June 1974.

Loan funds were 99% committed but only 68% disbursed as of 30 August 1973. Because of the lag between commitments and disbursements, the Terminal Disbursement Date will have to be extended to 31 December 1974.

Staffing phase-out for the malaria project will be as follows: Operations Specialist, December 1973; Logistics Specialist, June 1974; Malaria Advisor, December 1974.

2. Health

In the area of health delivery systems the Mission is focusing on the fact that improvement of health conditions has not been consistent with the economic growth pattern of recent years. The present situation is characterized in part by the nonavailability of services to meet basic health needs, by malnutrition and waste of food energy, and by its adverse effect on net per capita income and labor output.

The absence of a low-cost multi-purpose health delivery system, particularly in rural areas, is a major factor in the failure to improve the "quality of life" not only in Brazil but in other Latin American countries as well. Hence, the approach of the recently approved Integrated Health Delivery Systems Loan is to test options for accessibility to, and acceptance of, delivered services by a large majority of the target population. The approach will permit:

- a. analysis of existing resources and management practices;
- b. determination of feasible alternatives for reallocation of resources;
- c. testing and evaluation of alternative delivery systems with a primary focus on ability to reach a target population with a type of service which is acceptable to the consumer.

Under the loan, technical and financial resources for the research and development of new models of delivery systems which should have wide applicability will be provided.

Technical resources for the evaluation of the project will be provided through short-term consultants. An in-house capability will be maintained to monitor application of resources and to coordinate activities.

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There will be continuous interaction with TAB and other organizations which are interested in the potential of the Brazilian integrated health systems model for utilization in other parts of the world and for possible "post-USAID" activities.

### 3. Nutrition and Food Fortification

Under a USAID grant technical assistance project, assistance is given to the support of Brazil's newly organized National Nutrition Institute (INAN). INAN represents a unique governmental effort directed at the national promotion of improved human nutrition. USAID support in the near future to INAN will be primarily of the institutional variety; that is, helping INAN in its planning to achieve specific nutritional efforts. Maximum utilization will be made of both short-term consultants and training. Technical Assistance will be coordinated by a full-time USAID nutrition advisor.

In addition to assistance to INAN, this project will also give specific support to several as yet independent Brazilian nutrition-oriented efforts. Such activities will include manioc fortification, fish protein concentrate manufacture, and the promotion of the utilization of high lysine

corn by farm families at the subsistence level. It is hoped that eventually all Brazilian nutrition related activities can be institutionally funneled through INAN. Mission activity will be directed toward this end.

The "crash program" which was submitted for TAB funding of training top-level GOB planners from other sectors and administrators within the nutrition area is designed to provide the lacking expertise which is currently the bottleneck to significant achievements in combatting malnutrition in Brazil.

It should be noted that the World Bank is at present negotiating a loan to Brazil in this area which, if it materializes, is expected to pick up and carry on USAID efforts as these phase out.

D. Food for Development Perspective

In January and February 1973, the Mission negotiated a planned three-year phase-out of all its government-to-government (G/G) PL 480 Title II programs. TOAID A-41, dated February 27, 1973, submitted this plan to AID/W.

FY 1974 brought severe worldwide FFP budget cuts, as well as nonavailability of Title II commodities. Consequently, as of

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this writing, AID/W has not been able to approve a G/G program level for Brazil. This has seriously disrupted the plan for an orderly phase-out, and has caused considerable uncertainty for the Ministries which are the cooperating sponsors.

Because of its close relationship to both the USG and GOB priority sectors, the Title II program is an essential part of the total USAID/Brazil program. For example, the School Lunch program is in cooperation with the Ministry of Education, Maternal/Child Health is related to the total program of the Ministry of Health, and the Food-for-Work program is with the Ministry of Agriculture. TOAID A-41 set forth the Mission's goal to institutionalize these programs within their respective Ministries.

Although unknown at this time, it is estimated that Brazil's FY 74 Title II budget will be about \$4 million which will be divided 60 percent for G/G programs and 40 percent for the three Voluntary Agencies (Catholic Relief Services, Church World Services, and Lutheran World Relief).

The basic Title II phase-out document (TOAID A-41, February 27, 1973) showed an orderly phase-down to permit time for the buildup of the Brazilian food processing industry and the GOB's

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procurement capability for providing Brazilian foods to replace diminishing Title II commodities. That document requested budgets of \$10.4 million for FY 74, \$8.9 for FY 75 and \$5.9 for FY 1976. The schedule was designed, also, for preserving the GOB institutions which implement the G/G programs; to avoid possible sudden financial and administrative burdens upon them which would jeopardize their ability to continue their programs. The negotiated three-year phase-down would enable the GOB to assume gradually the responsibilities resulting from the progressively declining Title II input. Fiscal Year 1974 with its extreme FFP budget cuts and nonavailability of commodities seriously endangers this goal. The School Lunch Program will suffer partial collapse in the Northeast where the assistance is most needed and where all of the Title II foods were to be used; the Food-for-Work program will be seriously reduced; and its institutionalization within the Ministry of Agriculture may be endangered; the feed grains project will be terminated earlier than planned. There is still hope that the Maternal-Child Health program will be continued in FY 1975 and FY 1976 without FY 1974 having produced serious effects upon the institution.

With these facts in mind, the USAID bases this paper on budgets of \$4 million in FY 1974, \$6.46 in FY 1975, and \$4.15 in FY 1976, hoping to succeed in the stated purpose of institutionalization of the G/G programs.

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IV. PROJECT MONITORING

As a significant portion of the Mission workload during the FY 1974-78 period will be devoted to pipeline management, a thorough analysis of the current grant, loan and PL 480 portfolio has been underway in the Mission over the past several months. During this review every project was analyzed from the following points of view: a) current validity of project objectives in relationship to GOB and U.S. objectives; b) borrower/grantee capacity and performance; c) progress towards achievement of substantive goals; and d) USAID/Brazil monitoring requirements.

In the case of loans nearing completion, a more limited review was made. For the most part, these loans (Annex B, Sheet 1) involve delivery of equipment or completion of technical services and participant training. Only minimal staff time is required. There are no full-time U.S. direct-hire or PASA engineering personnel projected for these loans beyond June, 1974. Monitoring of these loans will be maintained by the Capital Development Officer with the assistance of the Controller's staff and TDY engineering services if needed.

The balance of the portfolio involves three broad categories of programs: a) intermediate credit loans, b) technical assistance loans and grants, and c) PL 480 food programs. The

Mission review of projects in these three categories was based on the principle that maximum reliance for project implementation would be placed on the GOB borrower/grantee and that USAID monitoring would be focused on the borrower's capacity to execute the projects with only minimal USAID involvement with subprojects. In the case of the larger projects in the portfolio, Mission personnel reviewed projects with the borrower/grantee and in some cases with sub-borrowers to reaffirm demand, borrower capacity, and to ascertain the contracting/disbursement schedule, the results of which are projected in Annex C. This type of review will be continued throughout the Mission's phase-out period in order to reaffirm that projects are achieving their stated objectives and to enable us to adhere to our disbursement schedule within planned personnel availabilities.

Intermediate Credit Institution (ICI) Loans

Loans which fall into this category are: 080--Urban Sanitation, 082--Rural Roads, 083--Northeast Markets, 086--Capital Markets, 087--Small and Medium Industry, and construction portion of 078--Education Sector I and 081--Education Sector II.

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The Brazilian entities supervising the implementation of the above loans (National Development Bank, National Housing Bank, Central Bank, Bank of the Northeast, Ministry of Education/PREMEN) all have adequate capacity to supervise the activities USAID is financing under the above loans. For the most part, the USAID contribution is less than 50% of the individual subprojects. In instances where Brazilian or U.S. technical assistance is required to strengthen the borrower's capacity to monitor or implement the loan program, financing for such assistance is provided under the loan, with the exception of the Small and Medium Industry program where the borrower is financing technical assistance from its own resources. The Mission's heaviest engineering monitoring requirement in the Urban Sanitation, Agricultural Markets and Rural Roads loans is the review and approval of construction plans and contracts submitted to the Brazilian credit institution for financing. The Mission expects to complete its review of all plans and contracts for subprojects under these three loans by June, 1974. In the case of the Rural Roads project, we plan two inspection visits by Mission engineers during construction, plus follow-up inspections of projects where problems are encountered during construction requiring such attention. (Annex B, Sheets 6 and 7) For Urban Sanitation and Agricultural Markets we plan one engineering inspection to each subproject every two to three months. (Annex B, Sheets 2 and 3.)

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The average frequency of inspections for school construction will be less than at the beginning of the program, because of the improvement already evident in PREMEM inspection and supervision program. As of now, inspections are expected to average once in two months, with the frequency of inspection to any one school being proportional to problems encountered. As PREMEM continues to improve, this frequency will be further reduced based on USAID professional engineering assessment. (See Annex B, Sheets 4 and 5)

In the interest of improving the monitoring capabilities of the Brazilian organizations, all site inspections will be made in the company of borrower engineering staff or their consulting engineers.

Reviews of subprojects under the Small and Medium Industry and Capital Markets loans do not require site visits and will generally be limited to financial review of the individual subloan documents, however, spot checks will be made of a representative group of subprojects under the Small and Medium Industry loan, and of financial agents involved in the underwriting process under the Capital Markets loans.

Technical Assistance Loans and Grants

The projects which fall in this category are: 076--  
Statistics, 077--Agriculture Research, 078--Education Sector I

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(partial), 081--Education Sector II (partial), 084--Marketing, 085--Electrobras Training, 088--Science and Technology, 089--Northeast Health, 090--Agriculture Education, 296.1--Education Planning, 094.6--Northeast Agriculture Education, 288--Nutrition, 265.7--Participant Training, 263.11--Chemistry, plus AIFLD, Narcotics and Population activities.

Monitoring of technical assistance projects and the technical assistance portions of capital assistance/ICI loans requires a different type of involvement with the borrower/grantee in the implementation of collaborative programs. Technical assistance activities, which are much more subjective in nature, require continuous interchange with the borrower/grantee regarding the provision of U.S. technical assistance in support of Brazilian institutional development. While progress is being made in the reduction of USAID involvement in the selection of contractors and participant processing and in the provision of logistic support, the presence of approximately 100 short- and long-term contract technicians, plus working with Brazilian entities in the selection and development of programs for approximately 625 long-term and 1250 short-term participants for training in the U.S. will absorb a portion of the time of at least ten U.S. technical generalists in FY 74 and FY 75. Most of these technical generalists will also be involved in the substantive side of assisting GOB agencies in

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planning the use of capital facilities developed under the capital assistance and ICI portions of our project portfolio. The relationship of capital facilities and technical assistance is particularly close in the education and agricultural markets programs (loans 078, 081, 083, 084). Specific monitoring activities in the education and agriculture field are described in more detail in Annex B. The Mission anticipates that by mid-1974, all USAID loan-financed technical assistance contracts will be executed. Mission experience with this type contract over the past three-four years indicates that Mission involvement is required for upwards of a year following contract signature to assist in getting contractor personnel settled in and moved into high gear on program implementation. The Mission hopes to be able to reduce this involvement, particularly in the case of the Science and Technology and Agriculture Education loans. Experience with the Northeast Health loan thus far shows that significant Mission monitoring will be required in at least the first year of implementation of this loan.

In addition to their monitoring activities, the Mission technical generalists will be expected to maintain broad contacts in order to be alert to requirements for short-term consultants and in the selection and processing of key Brazilians for training in the U.S. through either grant or loan funding. The technical

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generalists will be the major source of current information required for overall evaluation of the impact of USAID-supported activities as well as the provision of information required to assist AID/W in responding to Congressional and audit inquiries. While it is hoped that the latter type of reporting activities will diminish in the future, there are not as yet any indications that this hope will be realized.

#### Monitoring of PL 480 Title II Programs

The Mission is responsible for surveillance of the administration, implementation and operation of Title II programs approved by AID/W.

Monitorship can be broken down into: 1) acquisition of documents referring to offloading, storage, and care of Title II commodities for official accounting purposes, and 2) surveillance as to proper use of Title II commodities in the distribution programs operated by Cooperating Sponsors.

Today food program monitoring is no longer dependent exclusively upon Mission U.S. direct-hire and Brazilian technical personnel as it once was. Documents referring to offloading,

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storage, proper care of food commodities, as well as condemnation and disposal of spoiled commodities are provided to the Mission by responsible GOB agencies, which now carry the primary food program implementation responsibility. The Voluntary Agencies, are largely self-monitoring, and supply the information USAID required for execution of food resources channeled through U.S. Voluntary Agencies.

Specific surveillance requirements vary by program and are described in the Transfer Authorization or Annual Estimate of Requirements governing the program. Mission personnel are engaged as monitors chiefly in spot checking at the distribution level, and negotiation at the operational level to work out implementation problems when problems arise.

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V. ORGANIZATION AND ADMINISTRATIVE MANAGEMENT

The activities reflected in the foregoing plan require an organization which is designed to fit the tasks of the transition/phase-out period. The current Mission organization is essentially similar to that of the mid-sixties.

The responsibilities tend to be diluted and divided among an excessive number of offices and divisions, and between the Brasília headquarters and the Rio area office. Some tasks are being performed in response to past program requirements and do not necessarily relate to the primary Mission tasks identified in this document.

The major purposes of the Mission reorganization underway are: 1) to unite top Mission management in one office in Brasília, and 2) to reduce the number of operating divisions and offices, thereby improving effectiveness and efficiency.

1. Uniting Top Mission Management in one Office in Brasília

The maintenance of a separate AID office in Rio de Janeiro is no longer required. Mission management requires the regular presence of the Capital Development and Engineering advisors in Brasília in order to concentrate management resources on day-to-day

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loan implementation issues. While continued and possibly increased travelling will be necessary on the part of all senior staff in order to speed up loan implementation and disbursements, the cost of this travel will be more than offset by significant administrative savings through closing the Rio office. Where Brazilian and U.S. technicians have specific project implementation responsibilities in the Rio area, they will continue to be stationed in Rio as long as required, but will receive minimum administrative support through the Consulate General or through their host country agency. Personal support services are being significantly reduced, e.g., Mission leasing is being terminated with U.S. Direct-Hire, PASA and Contract employees reverting to allowances to meet their housing requirements.

The phase-down of the Rio office has been underway for some 2 1/2 years, since the opening of the USAID headquarters in Brasilia. Space in the Guanabara State Bank (BEG) building has already been reduced from twelve floors to one and many personnel reductions have already been made. By November 30, 1973, USAID will have given up all space in the BEG building and remaining personnel will be located in the Consulate General building and in one apartment being utilized as office space. Remaining personnel in the apartment will be moved to the Consulate General by June 30, 1974.

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Property disposal actions are taking place as rapidly as the staff can prepare and execute them. The June 30, 1973 Rio property and vehicle inventory of approximately \$1 million had been reduced some 29% by the end of October. Disposal actions will continue on a four-week bidding sale cycle until inventory has been reduced to a level commensurate with the needs of personnel and functions remaining in Rio.

When the present BEG office space is released, personnel concerned with security, building management, telephone services, etc., will be terminated. The number of cars and drivers will be further reduced as the staff diminishes. Services such as central supply, customs and shipping, travel, etc., will either be transferred to Brasilia as required, provided by the Consulate General, or discontinued. Management staff necessary to deal with property disposals will be retained until this sizeable job is finished, hopefully by April, 1974. There will be minimal transportation and warehouse space maintained. Movement of USAID property will be handled through commercial sources. USG leasing will be phased

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out over the next six to eight months and any required maintenance of USAID property will be performed by commercial firms. Prior to the end of FY 1974 the Mission expects to be out of the management business in Rio, except for one or two employees who will handle administrative duties and liaison with the Consulate General and with USAID/Brasília.

Recife personnel were phased into the Consulate General during FY 1973. One Brazilian Engineer and one Brazilian Food for Peace officer, and a Secretary will be retained through FY 1975. The U.S. contract personnel (TAB and Research Loan) receive no continuing logistic support other than receipt and dispatch of mail.

The management situation in Brasília is somewhat different in view of the required existence of U.S. (or Trust Fund)-owned housing and the extremely limited amount of services which are <sup>commercially</sup> available in the 14-year old city. At the present time, the Mission has five residential leases in addition to U.S./Trust Fund-owned housing. It is hoped that all U.S. direct-hire personnel will be in U.S./Trust Fund-owned housing by December 31, 1974.

A study is underway to determine which existing personal support services can be reduced or eliminated. The thrust of the

study will be to reduce the demands upon administrative management by providing alternative means of obtaining services to USAID personnel. If successful, this should permit some reduction in Brasília administrative staff. A contract for the furnishing of maintenance services to USAID residential quarters has been in effect on a trial basis for a year. Unfortunately, and in spite of a major effort by the General Services Office to make the contract work, it has proven to be unsatisfactory and is in process of being cancelled. We are, however, exploring several other possible sources and are still hopeful that a viable contract for residential maintenance services can be negotiated.

By the end of calendar year 1973, all USAID grant-funded contractor personnel in locations not covered above, with the exception of one Arizona and two Auburn University technicians in Fortaleza, will have departed. Remaining will be a scattering of TAB and loan-funded contractors located in various parts of the country.

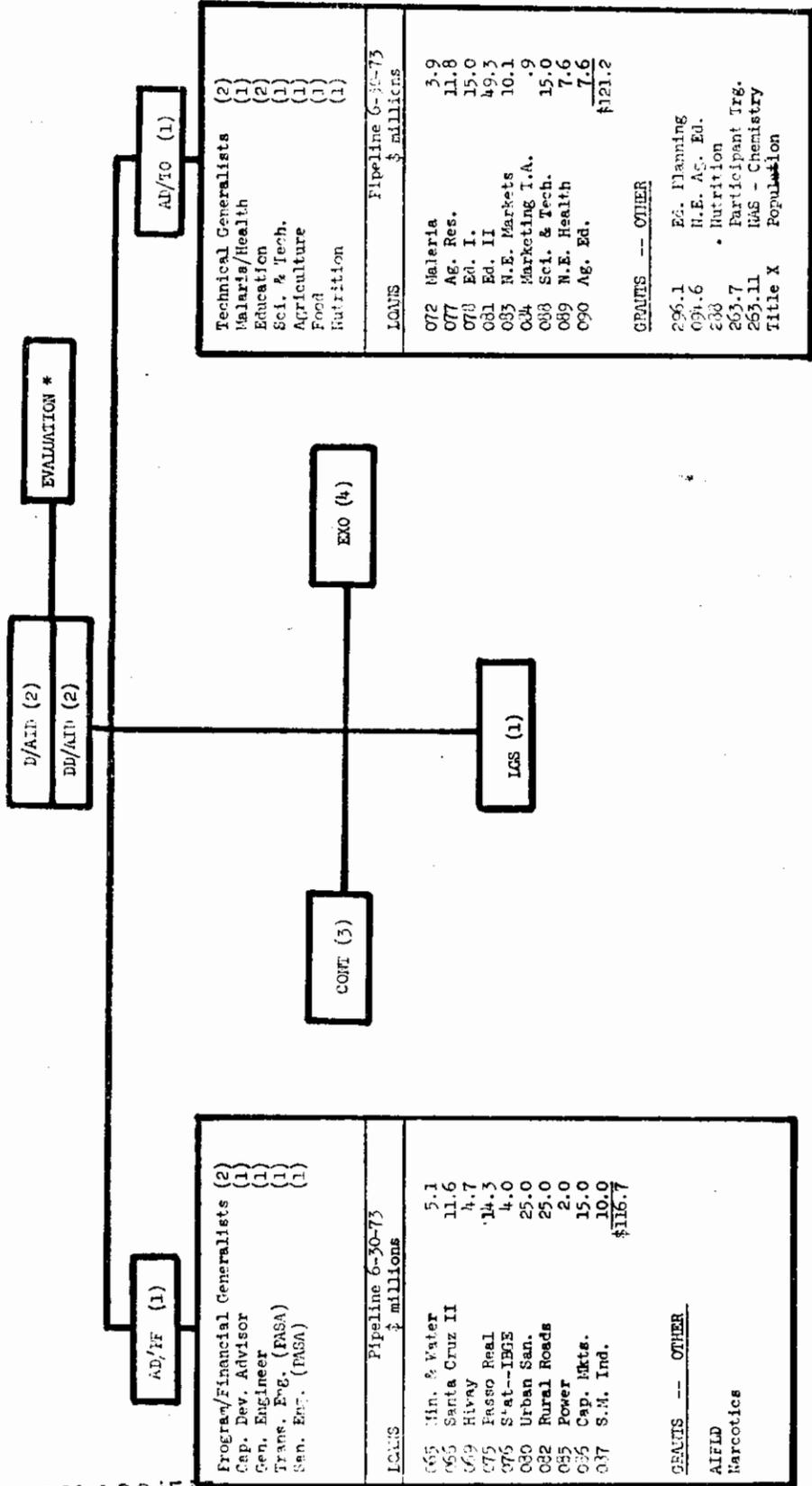
2. Reducing the Number of Operating Divisions and Offices

The Mission had ten organizational units with ten chiefs and three deputy chiefs as of FY 1973. The Mission grant and loan

portfolio, together with projected future activities, fall into two general categories: a) capital and financial assistance and b) technical assistance. The loan pipeline on June 30, 1973 was roughly \$120 million in each of these categories. Each broad category has its own peculiar implementation techniques and problems. After reviewing these factors the Mission has combined the operational units into two major offices, each under the leadership of an Assistant Director. (See attached Organization Chart, Page 55-a) The Assistant Directors share responsibilities along the following general lines: 1) Basically, each has grant and loan projects as well as Mission-wide operational responsibilities such as evaluation or participant training. 2) Both Assistant Directors are stationed in Brasilia, as well as virtually their entire staffs. 3) Each AD has direct implementation responsibility for approximately \$120 million in loan pipeline. 4) Each travels frequently and maintains extensive top-level contacts with senior Brazilian officials, contractors, etc., supplementing the Director in this regard.

Brazilian professional and clerical personnel are being reorganized to take maximum advantage of their skills and to achieve staff reductions both to promote efficiency and effect economies, in order to live within the projected IG levels and to make the maximum use of available funds for program purposes.

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Program/Financial Generalists (2)	
Cap. Dev. Advisor (1)	
Gen. Engineer (1)	
Trans. Eng. (FASA) (1)	
San. Eng. (FASA) (1)	
Pipeline 6-30-73 \$ millions	
LCMS	
065 Min. & Water	5.1
066 Santa Cruz II	11.6
069 Rivay	4.7
075 Fasco Real	14.3
075 Stat--IBGE	4.0
030 Urban San.	25.0
032 Rural Roads	25.0
035 Power	2.0
036 Cap. Mkts.	15.0
037 S.H. Ind.	10.0
	\$116.7
GRANTS -- OTHER	
AIFLD	
Narcotics	

Technical Generalists (2)	
Malaria/Health (1)	
Education (2)	
Sci. & Tech. (1)	
Agriculture (1)	
Food (1)	
Nutrition (1)	
Pipeline 6-30-73 \$ millions	
LCMS	
072 Malaria	3.9
077 Ag. Res.	11.8
078 Ed. I.	15.0
081 Ed. II	49.3
035 N.E. Markets	10.1
034 Marketing I.A.	.9
088 Sci. & Tech.	15.0
089 N.E. Health	7.6
090 Ag. Ed.	7.6
	\$121.2
GRANTS -- OTHER	
296.1 Ed. Planning	
094.6 H.E. AS. Ed.	
238 Nutrition	
263.7 Participant Trg.	
263.11 IAS - Chemistry	
Title X Population	

\* DD/AID will use Mission and outside personnel to perform this function as required.

( ) Estimated U.S. Personnel Targets, 6-30-74

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Through this above reorganization and the closing of the Rio office, the Mission believes that the following grant-funded personnel targets can be achieved:

	6-72	6-73	6-74	6-75	6-76	6-77
U.S. TOTAL	79	47	30	24	13	8
(DIRECT HIRE)	72	44	28	22	12	8
(PASA)	7	3	2	2	1	---
BRAZILIAN TOTAL	490	322	120	88	59	38
(DIRECT HIRE)	202	152	100	72	53	32
(CONTRACT)	288	170	20	16	6	6

Meeting the above targets on the U.S. side will depend largely on AID/W's ability to absorb surplus direct-hire personnel. Significant progress has been made in this direction over the past year, but continued action will be needed in meeting Mission target dates for transfer of personnel.

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By mid-FY 76 most of the capital/finance loans will reach their terminal disbursement dates and the loan pipeline will be decreased to less than \$35 million. At that time, it is expected that a further reorganization will be possible by combining the two Assistant Director functions into one and through eliminating the Deputy Director position.

As the total Mission staff and pipeline are reduced there will be decreases in both the American and Brazilian personnel in the Controller's Office. Reductions in FY 1974 will be minimal in relation to those of other Mission offices because: 1) as in any Mission phase-down, the Controller's workload reduction lags by approximately one year after the total Mission personnel and obligation reductions (in fact the workload during FY 1974 will increase due to processing the many additional disbursements for severance pay and transportation vouchers of departing staff) and 2) as a result of moving the office from Rio de Janeiro to Brasília,

much of the Brazilian staff is relatively new (still in training) and thus incapable of necessary performance and productivity.

To reduce workload, the Mission has established a policy, for example, under which all employees file a maximum of one travel voucher per month for in-country travel, with all travel vouchers for less than \$150 to be paid by the Cashier. The savings made possible by these procedures will enable the Mission to reduce its voucher examination staff by one person.

More detailed management information is contained in the USAID/Brazil Implementation Plan for Personal Support Services, which has been submitted to SER/MO.

The Manpower and Operations Cost Budget submitted separately contains actual costs for the Mission's administrative type costs for FY 1973 and estimated costs for FY 1974 and 1975. This budget encompasses Mission staff and supporting costs financed from administrative, program and trust funds. Manpower requirements and their related costs are detailed by the various functional units in the Mission.

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1. Education Sector Loan I Nº 078 (GP) Ginasio Polivalente Development Program. Termination date: 6/30/75. \$32,000,000	1. Construction, equipping and staffing of approx. 200 GP's in four participating states. 2. Construction, equipping and staffing of one model GP in all other states. 3. Ancillary activities to firmly establish philosophy of GP.	1. Periodic review of progress, including joint annual review. 2. Occasional field visits to ascertain quality of loan implementation. 3. Joint development of evaluation design to determine long-range impact and benefits of program. 4. Processing and analysis of info received from PREMEN.*
2. Education Sector Loan II Nº 081 Fundamental and Secondary Education. Termination date: 6/30/77. \$50,000,000	1. Assistance for integrated educational development programs in at least six states. 2. Assistance for national programs of educational leadership and MEC priority projects. 3. Systems development and administrative improvement at federal and state levels. 4. Strengthening of federal and state capabilities in education planning, programming, and evaluation.	1. Periodic review of progress, including joint annual review. 2. Informal assistance to MEC/PREMEN in advising four states on development of acceptable educational plans. 3. Review and approval of material to be submitted justifying participation of four additional states in program. 4. Evaluation of first-year performance by first two states and second year implementation plans. 5. Review and approval of plans for national programs. 6. Establish procedures for evaluation and information flow between borrower and USAID.
3. Science and Technology Loan Nº 088 - State of São Paulo. Termination date: 10/3/78. \$15,000,000	Technical assistance and training for the institutions participating in the program to improve their capabilities in four principal areas: 1. General research management. 2. E, R, and D, in metallurgy plus technological extension to industry. 3. E, R, and D in food technology plus extension to industry. 4. Standardization and quality control.	1. Review material presented by borrower to satisfy initial set of conditions precedent and approve initial disbursement. 2. Assist borrower to establish effective management systems. 3. Advise borrower on contract development and management (not contract negotiation). 4. Establish procedures for evaluation and information flow between borrower and USAID. 5. Periodic review of progress, including joint annual review.

\* Glossary of abbreviations on last page.

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<p>4. Agricultural Higher Education Loan No 090. Termination date: 6/30/78. \$7,600,000</p>	<p>1. Technical assistance and training for expansion and improvement of selected graduate agricultural education programs. 2. Establishment of central mechanism for planning and coordination of graduate agricultural education.</p>	<ol style="list-style-type: none"> <li>1. Negotiations concerning signature of loan.</li> <li>2. Review material presented by borrower to satisfy initial set of conditions precedent.</li> <li>3. Assist borrower to establish effective management systems.</li> <li>4. Advise borrower on contract development and management.</li> <li>5. Establish procedures for evaluation and information flow between borrower and USAID.</li> <li>6. Review and approval of university development plans.</li> <li>7. Periodic review of progress, including annual review.</li> <li>8. Occasional field visits to ascertain quality of loan implementation.</li> </ol>
<p>5. Agricultural Research Loan No 077 - EMBRAPA \$11,930,000 Termination date: 12/31/76.</p>	<p>To increase Brazilian research in 5 high priority food crops (corn and sorghum, edible beans, rice, soybeans) and animal forage by:</p> <ol style="list-style-type: none"> <li>1. Financing sources of U.S. professional research to provide technical assistance on research centers.</li> <li>2. Establishing training programs for Brazilian research center personnel in Brazil and U.S.</li> <li>3. Financing research center equipment.</li> </ol>	<ol style="list-style-type: none"> <li>1. Annual Evaluation Review after submission of proposed yearly implementation plans.</li> <li>2. Review and approve Annual Implementation Plan.</li> <li>3. Review Semi-Annual Progress Report and Monthly Narrative Report.</li> <li>4. Review, approve and act upon request for Amendments to Letter of Commitment, Budget Estimates, CACEX approval Commodity Lists.</li> <li>5. Prepare Monthly Status Review Reports.</li> <li>6. Participate in PAR Review.</li> </ol>
<p>6. NE Agricultural Marketing Construction Loan No 083 Borrower: BNDE Amount: \$14,000,000 - part of a \$40 million program for the whole of Brazil. Termination date: 12/31/76</p>	<ol style="list-style-type: none"> <li>1. Construct wholesale and mixed foods markets at urban population centers in the NE of Brazil and rural assembly points in up to 10 rural agricultural areas.</li> </ol>	<ol style="list-style-type: none"> <li>1. Annual review in conjunction with progress and performance review for loan 084 T.A.</li> <li>2. Review and approve annual report and loan implementation for following year.</li> <li>3. Review and approve market feasibility studies and market construction plans which differ from the standard plans.</li> </ol>

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<p>6. NE Agricultural Marketing Const. Loan (Cont.)</p>		<p>4. Review and act upon quarterly reports and quarterly reimbursement requests. 5. Make market inspection visits to assure that markets are constructed according to sound engineering practices.</p>
<p>7. NE Agricultural Marketing Technical Assistance Loan No 084. Borrower: GEMAD/COBAL Amount: \$1,000,000 Termination date: 12/31/73* * Implementation Letter No 7 of 11/6/72 approves the modified work plan which calls for the loan funded activities to end of March 1, 1975.</p>	<p>Technical assistance in equipping and operating wholesale and mixed wholesale retail food markets in urban centers in NE Brazil. Principal areas of assistance and training are: 1. Marketing news service. 2. Produce grade and standards. 3. Training in wholesale food marketing management and operation. 4. Special assistance and training in food marketing administration. 5. Equipment for grades and standards and marketing news service.</p>	<p>1. Annual review in conjunction with progress and performance review for Loan No 083. 2. Review and approve annual T.A. operating plan. A draft plan is required for the annual review. 3. Review and respond to requests to open L/Coms. and approve all contracts for goods and services using loan funds. 4. Review quarterly reports and respond to quarterly disbursement requests. 5. Respond to requests for short-term consultants. 6. Submit monthly status report. 7. PAR review each year.</p>
<p>8. Integrated Health Delivery Systems Loan No 083 Borrower: Ministry of Health Amount: \$7,600,000 Termination date: Dec. 1977</p>	<p>1. Design administrative and technical health delivery system capable of reaching 70% of mothers and children. 2. Test hypothesis that high accessibility can be achieved through: a) Low cost public sector system. b) Low cost system integrating formal and non-formal components. 3. Measure degree of accessibility to selected population groups. 4. Evaluate performance and encourage replication of suitable patterns.</p>	<p>1. Coordinate TAB/H monitoring and evaluation inputs. 2. Periodic conferences and annual progress reviews. 3. Frequent contact with MOH coordinating group. 4. Systematic spot checking of sub-project activities.</p>
<p>9. Education, Administration &amp; Planning. Grant 296.1 Termination date: 12/31/74</p>	<p>Technical assistance and training to: 1. Strengthen MEC capabilities in educational planning and administration and its ability to provide competent technical assistance to the state</p>	<p>1. Periodic review of program progress, including annual PAR. 2. Management of San Diego Contract, including: a) Approval of consultancies. b) Approval of training plans. c) Advise contract chief of party.</p>

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PROGRAM	PRINCIPAL ACTIVITIES	USAID MANAGEMENT RESPONSIBILITIES
9. Educ. Adm. & Ping. (Cont.)	<p>2. Strengthen educational planning units and improve methodology in states.</p> <p>3. Strengthen administrative structures and procedures in states.</p>	<p>d) Informal discussion with consultant team member.</p> <p>3. Processing and analysis of info' received from Brazilian grantee.</p>
<p>10. Grant 263.1 Graduate Economics Education (IFE) Termination date: 1/31/74 Note: The Mission has requested AID/Wash. approval of a transition grant that would provide assistance thru 6/30/76</p>	<p>Present Grant: Technical assistance and training to consolidate and strengthen IFE's M.A. program. <u>Transition Grant:</u> <u>Establishing close patterns of interaction between IFE and U.S. Economics institutions through exchange of personnel and joint research.</u></p>	<p>1. Periodic review of program progress, including annual PAR. 2. Management of Vanderbilt University Contract - mostly simple administrative procedures. 3. Preparation of documents in support of transition grant. 4. Completion of project agreements for transition grant if approved. 5. Final PAR on present grant. 6. Interim review of progress of transition grant. 7. Participation in annual review of transition grant.</p>
<p>11. Grant 263.11 - NAS/CNRP Program of Chemistry Termination date: 10/31/74</p>	<p>Improve Brazilian capabilities in Chemistry research and Ph.D. programs in Chemistry at two Brazilian universities thru:</p> <p>1. Cooperation of Senior U.S. and Brazilian chemists. 2. Research and teaching by U.S. Post Doctoral fellows in Brazil.</p>	<p>1. Periodic review of program progress including annual PAR. 2. Informal contacts with U.S. and Brazilian coordinators of NAS Contract. (This is a host-country contract.)</p>
<p>12. Seed Industry Development. Termination date: 6/30/74 Grant 247.5</p>	<p>This is the culmination of a 10 year program to assist in the establishment of the necessary programs and facilities required to assure the Brazilian farmer and adequate supply of high quality seed at reasonable cost. Program thrusts were:</p>	<p>1. Periodic review of PROP and PROAG and Contract Agreement and carrying out any necessary modification/revisions. 2. Management of Mississippi State University Contract including:</p>

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<p>12. Seed Industry Development (Cont.)</p>	<p>a) Assist GOB in the planning of a National Seed Plan (PLANASEM) emphasizing the development of a viable seed industry within the private sector.</p> <p>b) USAID priorities on PLANASEM are focused on developing the infrastructure necessary for encouraging a viable seed industry in the North, Northeast, and Central West of Brazil.</p> <p>c) Encourage basic government industry linkages for increasing private sector involvement in seed production and distribution.</p> <p>d) Promote increased awareness of benefits derived from using improved seeds.</p> <p>e) Using improved seeds in conjunction with extension services.</p> <p>f) Training Brazilian personnel in seed and seed related technology.</p>	<p>a) Preparation and amendments to any necessary FIO documentation.</p> <p>b) Review technical qualifications of long and short term staff and their institution as standard clearance procedure.</p> <p>c) Provide appropriate technical direction, advice, and guidance to Contractor.</p> <p>d) Administratively approve on monthly basis all purchases and supplies and equipment for use in Brazil by Contractor.</p> <p>e) Monitor Contractor's program for control, accounting, care and disposition of government property under Contractor's custodial responsibility.</p> <p>f) Maintain complete one up-to-date permanent file on Contract for Mission and other offices.</p>
<p>13. Fish Production Processing and Marketing  NE -247.4 DNOCS/Auburn  Termination date:6/30/74  Note: It is anticipated that a TAB grant project will "follow on".</p>	<p>1. Development of freshwater fisheries research and development capacity within DNOCS (National Department of Works Against the Droughts) in the NE in three phases as follows:  a) Create a functional R&amp;S capacity by on-the-job and foreign training, equipment procurement and construction of physical facilities.  b) Develop DNOCS research capacity by guiding practical research projects designed to screen and test promising exotic and native fish species for stocking purposes in NE reservoir and farm ponds.</p>	<p>Management of Auburn Contract including:  See - Seed Industry Development (No 12 above)</p>

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13. Fish Production Processing (Cont.)	c) Develop DMOCS capacity for extension and marketing by field training under the guidance of U.S. advisors.	
14. Higher Agricultural Education 094.1-4 Vicosa/Purdue .1 RGS/Wisconsin .2 Ceara/Arizona .3 ESALQ/Ohio State .4 Termination date: 12/31/73	This is the culmination of long term program to increase the qualitative and quantitative capacities, both graduate and undergraduate, of four universities located in geographically strategic regions of Brazil for the provision of well trained agriculturalists.	Terminating 12/31/73 management of 4 U.S. University Contracts including: See - Seed Industry Development (No 12 above)
15. Univ. to Univ Assistance Program N.E. DAU/MEC/Ohio State. Termination date: 3/31/75 Grant 094.6	The purpose of this Agricultural Sciences Inter-University Assistance Project is to establish a permanent functioning administrative mechanism for planning and implementing a mutual technical assistance program in agricultural education and administration between agricultural colleges in Brazil.	1. Develop Mission program documentation for obligation of funds. 2. Develop host government contract with DAU/MEC. 3. Approval of estimated budgets and subject matter of contract proposal. 4. Review of program progress. 5. Coordination with DAU/MEC for management of Ohio State University Contract. 6. Annual Mission review, involving areas of responsibility required in 094. project above.
16. TAB Soil Fertility Research on Tropical Soils. TA/AGR World Wide Contract AID/csd-2490 with Cornell Univ. DPP/EMBRAPA/MA Termination date 6/30/74	Conduct basic soil fertility studies with food crops on representative "Cerrado" soils of Central Brazil to determine: 1. Methods of economically supplying the nitrogen requirements of important food crops. 2. Correcting soil acidity as a factor limiting production. 3. Supplying phosphorus for sustained crop production and the influence of lime on plant response to P.	In-country management of Cornell University Contract including: 1. Review and approve technical qualifications of long-term and short-term technicians and requesting MEC clearance for same. 2. Follow-up cooperative agreement and draft of correspondence between GOB, university and TAB. 3. Recommend modifications in contract as project changes or GOB needs change.

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<p>16. TAB Soil Fertility Research on Tropical Soils (Cont.)</p>	<p>4. Correlate yields with soil properties and climates so as to provide a sound basis for applying the experimental results to other areas of the tropics. 5. Determine micronutrient deficiencies.</p>	<p>4. Provide input into project reviews and justification for contract activities and continuation in Brazil. 5. Provide orientation to TAB and other official visitors.</p>
<p>17. TAB Agronomic-Economic Factors Affecting Soil Fertility Research on Tropical Soils TA/AGR World-Wide Contract AID/csi-2806 with NCSU DPP/EMERAPA/MA Termination date: 6/30/75</p>	<p>Same as for Cornell Contract AID/csd-2490 except that NCSU Contract and project include more emphasis on economic considerations in soil fertility and agricultural production.</p>	<p>In-country management of NCSU Contract including: See - Cornell project - (Nº 16 above)</p>
<p>18. TAB Weed Control Research TA/AGR World-Wide Contract with Oregon State University. EMBRAPA/IFEANE Termination date: 4/15/75</p>	<p>Major objective is to reduce crop losses due to weeds, with emphasis on food crops. The project is designed to develop new weed control technology and to evaluate it in terms of multiple goals such as economic efficiency, income distribution and labor displacement. 1. Develop basic info concerning economical weed control. 2. Evaluate weed losses and the costs and benefits of existing methods and systems of weed control for major crops at the farm level. 3. Develop sound methods of manual, mechanical, cultural, chemical and biological weed control, singly and in combination and integrated with other management practices.</p>	<p>In-country management of Oregon State University Contract including: See Cornell and NCSU projects in Soil Fertility Research ( Nº 16/17 above)</p>

PROGRAM	PRINCIPAL ACTIVITIES	USAID MANAGEMENT RESPONSIBILITIES
18. TAB Weed Control Research (Cont.)	<ol style="list-style-type: none"> <li>4. Evaluate weed control methods in terms of their economic efficiency.</li> <li>5. Promote the use of herbicides least hazardous to human beings and animals.</li> <li>6. Reinforce Brazilian research and extension linkages with educational institutions in the training of weed control specialists.</li> <li>7. Encourage advanced training.</li> <li>8. Urge publication of basic weed control information.</li> </ol>	
19. A. National School Lunch Program TA-0680 - MEC Termination date: 6/30/76.	<ol style="list-style-type: none"> <li>1. Provide a supplemental diet to 5,520,000 children enrolled in 86,375 primary schools.</li> <li>2. Support Brazil's efforts to continue and expand its national school feeding program to reach 12 million children by 1976.</li> <li>3. Provide technical assistance to improve nutrition education, program evaluation and management.</li> <li>4. Provide short term training for key officials of School Lunch Program to upgrade skills.</li> <li>5. Help develop a viable Brazilian program by FY 1977.</li> </ol>	For all Title II Projects: <ol style="list-style-type: none"> <li>1. Provide assistance to cooperating sponsors in management and support to insure effective implementation.</li> <li>2. Surveillance of the operation, administration, and implementation of Title II projects.</li> <li>3. Assure that meets counterpart contribution stipulated in PL-480 Title II legislation.</li> <li>4. Assure that projects are adequately planned and financed, that internal storage facilities are available, and sufficient technical and administrative skills are available.</li> <li>5. Evaluate Title II projects.</li> <li>6. Negotiate/amend Title II agreements as necessary.</li> <li>7. Maintain an effective control and accounting system for PL-480 Title II commodities.</li> <li>8. Submit periodic PL-480 Title II outturn reports to AID/W.</li> <li>9. Prepare Commodity and Recipient Status Reports for each project.</li> <li>10. Carry out end-use checks.</li> </ol>
19. B. Maternal Child Health Program (MCH-TA 0679) MOH Termination date: 6/30/76.	<ol style="list-style-type: none"> <li>1. Combat hunger and malnutrition (nationwide) among needy and highly vulnerable groups of infants, pre-school children, and nursing and/or pregnant mothers with the objective of lowering infant mortality rates.</li> <li>2. Educate and train mothers in better nutrition and hygiene habits.</li> <li>3. Assist in the development of effective Brazilian MCH institutions.</li> </ol>	

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<p>20. PL-480 Title II Voluntary Agencies Program Catholic Relief Services (CRS), CARIITAS; Church World Service/Lutheran World Relief (CWS/LWR), DIACONIA.</p>	<ol style="list-style-type: none"> <li>1. Use Title II food as a resource and incentive in encouraging and assisting Brazilian priorities and initiatives in promoting social and economic development at community levels.</li> <li>2. Improve the nutrition of impoverished people and maximize the welfare of the lowest income groups in the most backward regions.</li> <li>3. Provide opportunities for people to help themselves economically and socially through the following categories of projects:               <ol style="list-style-type: none"> <li>a) Maternal Child Feeding</li> <li>b) Child Feeding</li> <li>c) Self-Help Housing</li> <li>d) Self-Help Community facilities</li> <li>e) Self-Help Agricultural development</li> <li>f) Transportation development</li> <li>g) Nonformal education.</li> </ol> </li> <li>4. Promote nutrition education trainings in particular to mothers and expectant mothers.</li> </ol>	<p>Same as in Nº 19 above.</p>
<p>21. Food for Work Ministry of Agriculture Termination date: 6/30/76</p>	<ol style="list-style-type: none"> <li>1. Construction of rain water reservoirs for drought protection in the State of Rio Grande do Norte.</li> <li>2. Provision of Title II and Brazilian food for workers and dependents</li> <li>3. Agricultural training for workers who will be placed on new arable land, by State Extension service.</li> <li>4. Participant training in U.S. (few participants).</li> </ol>	<ol style="list-style-type: none"> <li>1. Assistance to Min. of Agriculture and State of Rio Grande do Norte in structuring organizations to administer program.</li> <li>2. On-job training for effective implementation of program by the State.</li> <li>3. Mentorship re proper storage, care, and distribution of Title II commodities.</li> <li>4. Participant selection and documentation.</li> </ol>

P R O G R A M	P R I N C I P A L A C T I V I T I E S	U S A I D M A N A G E M E N T R E S P O N S I B I L I T I E S
<p>22. Feed Grains Projects with Secretary of Agriculture of Rio Grande do Norte and Para. Termination date: 6/30/75</p>	<p>1. Manufacture of animal rations by state or cooperative using Title II and Brazilian grains.  2. Proper use of rations by poultry or animal breeders for greater production and availability to public of animal protein.  3. Participant training in U.S. (few participants).</p>	<p>1. Monitoring re proper storage, care, and use of Title II grains.  2. Accounting assistance to state Project Councils.  3. Mentorship of Special Fund created by sale of Title II grains to assure its use per official documentation--Transfer Authorization and ProAg.  4. Participant selection and documentation.</p>
<p>23. Protein Foods and Food Fortification (288)  Termination date: 6/30/75</p>	<p>1. Increase protein availability  a) By improving staples:  - Fortification of manioc flour.  - Production of FFC (as fortificant).  - Utilization of Opaque-2 corn.  - Lysine fortification of PL-480 wheat.  b) By incentives to the private sector to produce low-cost protein foods.  - Incentives to industry (ABIA)  - Transfer of technology.  2. Increase protein consumption.  a) By motivation of consumers.  b) By support to industry programs.  3. Promote inclusion of nutrition considerations in overall development plans.  a) Training - U.S. and in-country.</p>	<p>1. Catalyzation of GOB entities in research and promotion of collaboration; transfer of technology; participation in international meetings on food fortification; collaboration with World Bank in promoting GOB subsidies.  Monitoring technical assistance contract (IPMOM Corp.) and related commodity inputs; supervision of incentive grant for marketing study; promoting future utilization of FFC by Brazilian food industry.  Monitoring AID/W contract, liaison with ACAR and seed company; evaluation of progress; reports to AID/W.  General supervision of project; assistance in evaluation.  Participation in ABIA meetings, joint discussions and evaluation of grant requests, periodic review of progress made.  Distribution of technological materials and information on innovative techniques and processes used in other countries.  2. Assistance in preparing basic information and arranging for data collection, evaluation of nutrition education for liaison with Brazilian entities involved, acting as contract representatives in Brazil for AID/W project.  Participation in SAPRO meetings and projects.</p>

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<p>23. Protein Foods and Food Fortification (288) (Cont.)</p>		<p>3. Constant personal contacts with key governmental officials who might be instrumental in promoting multi-sectoral approach to nutrition programming; sending GOB participants to appropriate meetings, workshops, etc. Providing backstop services for AID/W, World Bank, etc. efforts in this area. Selection, processing and preparation of participants for study in U.S.; encouraging Brazilian efforts in multi-sectoral training; provision of technical assistance in this area. Development of innovative training techniques, liaison with M.I.T. for concentrated "crash training" program for top-level and administrative personnel, collaboration in preparation of curriculum for pre-training at University of Brasilia. Contacts in Campinas and Sao Paulo in developing the project. Negotiation of agreement with SUBIN for implementation thereof.</p>

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Date

GLOSSARY OF ABBREVIATIONS

PREMEN	- Program for Expansion and Improvement of Education.
EMBRAPA	- Brazilian Agricultural Research Enterprise.
CACEX	- Bank of Brazil Department for Import/Export License.
BNDE	- National Bank of Economic Development.
GEMAB/COBAL	- Executive Group for the Modernization of Food Supply/Brazilian Food Supply Company.
MEC	- Ministry of Education and Culture.
IPE	- Economic Research Institute
NAS/CNPq	- National Academy of Sciences/Brazilian National Research Council.
RGS	- Rio Grande do Sul.
ESALQ	- Superior School of Agriculture Luiz de Queiroz.
DAU/MEC	- University Affairs Department/Ministry of Education and Culture.
DPP/EMBRAPA/MA	- Pedagogic Research Department/Brazilian Agric. Research Enterprise/Ministry of Agriculture.
IPEANE	- Northeast Institute of Agriculture and Livestock Research.
MINTER	- Ministry of Interior.
INCRA	- National Institute for Colonization and Agrarian Reform.
FPC	- Fish Protein Concentrate.
ACAR	- Association of Credit and Rural Assistance.
ABIA	- Brazilian Food Industry Association.
SAPRO	- Protein Foods Sector

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LOAN NO	DESCRIPTION	Q	1	2	3	4	1	2	3	4	1	2	3	4
			1973		1974			1975		1976			1976	

**MISCELLANEOUS LOANS**

029 AIR NAVIGATION (\$173) LAIRD TDY - 10-11/73; then deob. balance

053 CUESP (Particip) (\$12/73) Last 4 participants now in U.S.; no appreciable balance outstanding

054 FIVEP (SUWALE/BUREC)(\$12/73) Partial deob. planned now of \$0.5 million; full deobligation upon shipment of pipeline commodities and receipt of final printed BURDC Report

060 DNEP (Cummins-PASA)(\$12/73) Cummins departed 10/73; deob. balance.

065 DNEV/PNAE (USRS/PASA)(\$12/73) Programs to be reviewed about 6/74 and possible extension considered. No additional monitoring will be required over present minimum.

074 ERH (WAGNER Contract and ERH Consultants) (\$12/73) Wagner contract expires 9/74; extension or renewal not required.

075 ERH/PROFAM (Trainings)(\$6/76) Although could be retained by ENRO and included in general administration, suggest consideration be given to transfer to Training Office, with ENRO furnishing any technical assistance (which has been and should continue to be negligible) when needed.

**STAFFING REQUIRED:** Minimal: included in general administration

**HIGHWAY LOANS (Exclud. RURAL ROADS)**

047 IPR/4E Hwy Maint. (\$12/73) Last equip. delivery-x TDD extension required

052 IPR/4E Hwy Maint. (\$12/73) Last equip. delivery-x TDD extension required

069 IAPR/4E Hwy Maint. (\$12/74) Consultants contract ends-----x

**STAFFING REQUIRED:** Tysinger (PASA) Retain until 6/74, then eliminate position.

**POWER LOANS**

062 ESCHELSA (Mascarenhas)(\$12/74) Estimated completion:-----x

066 FURVAS (Sta. Cruz)(\$6/74) Estimated completion-x

075 CEEB (Passo Real)(\$6/75) Estimated completion:-----x Participant training program will continue

**NOTE:** \$ Terminal disbursement date.

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PROJECTED ENGINEERING WORKLOAD AND STAFFING ANALYSIS  
 SHEET 2: URBAN SANITATION LOAN: 512-L-060

Sheet 2 of 8

DESCRIPTION	CY 1973		1974		1975		1976	
	1	2	1	2	1	2	1	2
<u>BARIA</u> Saverge Projects Under Construction								
<u>BARIA</u> Salvador								
Possible add'l construction								
<u>BARIA</u> Ilheus-Itahuna								
Jequie-Vitoria-F. de Santana								
<u>PARAIBA</u> C. Grande-J. Pessoa-Patos								
4 small cities								
<u>AMAZONAS</u> Manaus								
<u>MARANHAO</u> Sao Luis								
<u>PARANA</u> Curitiba								

Present TDD  
 Williamson departure from USAID  
 Suggested field inspections by USAID

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DESCRIPTION	1973				1974				1975				1976			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<u>Under construction</u>																
MACEIO	1															
<u>Pending or Planned</u>																
MANAUS																
PFTM																
SAO LUIZ																
TEREZINA																
NATAL																
JOAO PESSOA																
CAMPINA GRANDE																
<b>Total man-days/quarter</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>4</b>	<b>2+</b>											

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Duration of work; completion date estimated. Project has foundation and financial problems to overcome. Minimal within box indicates estimated number of man-days/month of field monitoring proposed.

Monitoring proposed this and subsequent markets: 1 visit every 2 months = 1/2 man-day/month. Figure for Manaus and Belem increased to reflect less frequent plane schedules.

PROJECTED ENGINEERING WORKLOAD AND STAFFING ANALYSIS  
SHEET 4: EDUCATION LOANS 078 & 081 (RIO)

Sheet 4 of 8

LOAN No.	DESCRIPTION	1973				1974				1975				1976					
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4		
	<u>LOAN 078</u>	<p>(Numbers in boxes indicate estimated man-days/month of field monitoring. Estimate based on an average of two inspections/day/man.)</p> <p><b>Note:</b> The frequency of inspection of any one school will be proportional to problems encountered. For this workload projection, the frequency of monitoring assumed is an average of 5 inspections per project from start of construction period including 1 before final acceptance.</p> <p>For 3-month construction period, this monitoring frequency = 0.4 visits/mo. = 0.2 man-days/month.</p> <p>For 6-month construction period, monitoring frequency = 0.25 man-days/month.</p> <p>Assume 1 visit during provisional acceptance period and before final acceptance; this monitoring frequency = 0.08 man-days/month.</p>																	
	Phase III & IV	<p>ME 20 ← 5.2 →</p> <p>ES 15 ← 2.6 →</p> <p>RGS 19 ← 4.8 →</p> <p>SC 1 ← 0.1 →</p> <p>RJ 1 ← 0.4 →</p> <p>GB 1 ← 0.2 →</p> <p>ACRE 1/2 ← 0.1 →</p>																	
078	Total man-days/mo. by quarters	15	12	6	3	1													
	<u>LOAN 081</u>																		
	State & Type Construction	<p>SANTA CATARINA</p> <p>Colegios</p> <p>6 ← 1.2 →</p> <p>4 ← 0.5 →</p> <p>2 ← 0.8 →</p>																	
	RIO GRANDE DO SUL	<p>Ginásios</p> <p>29 (assume 9/10/10)</p> <p>← 2.3 →</p> <p>← 0.7 →</p> <p>← 0.8 →</p> <p>← 2.5 →</p> <p>← 2.5 →</p> <p>← 10.8 →</p>																	
	GOIAS	No program data																	
	PARANÁ																		
	RIO DE JANEIRO																		
	Total man-days/mo. by quarters (excluding 3 states)	1	4	4	3	2													
	078 & 081 - Rio Total:	15	16	10	6	3													

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PROJECTED ENGINEERING WORKLOAD AND STAFFING ANALYSIS  
SHEET 6: RURAL ROADS LOAN Q2 (R1C)

Sheet 6 of 8

STATUS	No. of proj.	kms	CY 1973			1974			1975			1976		
			Q. 1	2	3	1	2	3	1	2	3			
Under construction			(Numbers in boxes indicate estimated man-days/month of field monitoring)											
DFR-MAT	53	1819	5	3	3	3	3	3	3	3	3	3	3	3
DFR-OO 1/	24	1100	2	1	1	1	1	1	1	1	1	1	1	1
<u>Under review</u>														
RAPIA (est.)	23	700	2	2	2	2	2	2	2	2	2	2	2	2
PIPANA (est.)	23	700	2	2	2	2	2	2	2	2	2	2	2	2
ACRE 2/	3	70	1	1	1	1	1	1	1	1	1	1	1	1
Total man-days by quarters			6	7	9	8	7	7	6	5	4	2	2	2

NOTE: Frequency of monitoring based on one inspection of each individual road project during construction and a final inspection, plus one follow-up inspection on any project where problems are encountered with contract administration or construction control. The above analysis therefore allowed one inspection during the first 6 months of each sub-loan with the remaining inspections spread out evenly during the remaining construction period.

Analysis also assumes BRDE underwriting full supervisory responsibilities required under loan agreement, and as stipulated by implementation letters; also that BRDE will be successful in obtaining proper contract administration and quality control of construction from sub-loan borrowers.

1/ - Monitoring will be shared with Northeast office.

2/ - Monitoring will be combined with inspection of gimasio at Rio Branco.

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PROJECTED ENGINEERING WORKLOAD AND STAFFING ANALYSIS  
 SHEET 7: RURAL ROADS LOAN No. 512-L-042 (NORTHEAST AND SUMMARY)

STATUS	CY	1973			1974			1975			1976			
		1	2	3	4	1	2	3	4	1	2			
<b>Under Construction</b>	<b>No. of projects</b>	(Numbers in boxes indicate estimated man-days/month of field monitoring) 1/												
	<b>Kms</b>	Probable extension												
COR-PA	14	2	1	1	1	1	1	1	1	1	1	1	1	1
DER-PE	10	1	1	1	1	1	1	1	1	1	1	1	1	1
DER-RF	6	1	-	-	1	-	1	-	1	-	1	-	1	-
DER-OO 2/	3	-	1	-	1	-	1	-	1	-	1	-	1	-
<b>Authorized, Not Started</b>														
COR-CP	15	2	1	1	1	1	1	1	1/2	1	1	1	1	1
COR-PI	15	2	1	1	1	1	1	1	1/2	1	1	1	1	1
<b>Under Review</b>														
DER-PA	3	1	-	-	1	-	1	-	1	-	1	-	1	-
PARA	5	1	1	1	1	1	1	1	1	1	1	1	1	1
<b>Total Man-Days/Month by Quarters</b>														
		4	8	5	5	4	4	3	3	2	1	1	1	1
<b>Field Monitoring</b>														
		6	7	9	8	7	7	6	5	4	2	2	2	2
		4	8	5	5	4	4	3	3	2	1	1	1	1
	<b>Total:</b>	10	15	14	13	11	11	9	8	6	3	3	3	3

NOTE: 1/ For explanation of assumed frequency of monitoring, see sheet 6.  
 2/ Monitoring will be shared with Rio office.

**SUMMARY**

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SHEET 8 : SUMMARY OF PROPOSED FIELD MONITORING AND STAFFING SCHEDULES

DESCRIPTION	CY 1973					CY 1974					CY 1975					CY 1976				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
RIO WORKLOAD (man-days/wo)	13	13	12	6	3	13	13	13	3	3	13	13	13	3	3	13	13	13	3	3
Loan 078	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Loan 081	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Loan 082	6	7	9	8	7	6	7	9	8	7	6	7	9	8	7	6	7	9	8	7
Loan 083	2	3	5	5	4	2	3	5	5	4	2	3	5	5	4	2	3	5	5	4
TOTAL	19	21	25	18	13	19	21	25	18	13	19	21	25	18	13	19	21	25	18	13
Highway engineers indicated	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
General Civil engineers indicated	2	2	2	2	1+	2	2	2	2	1+	2	2	2	2	1+	2	2	2	2	1+
NORTHEAST WORKLOAD	3	3	2	1	1	3	3	2	1	1	3	3	2	1	1	3	3	2	1	1
Loan 078	2	2	1	1	1	2	2	1	1	1	2	2	1	1	1	2	2	1	1	1
Loan 081	1	1	2	2	2	1	1	2	2	2	1	1	2	2	2	1	1	2	2	2
Loan 082	4	8	5	5	4	4	8	5	5	4	4	8	5	5	4	4	8	5	5	4
Loan 083	2	3	5	5	4	2	3	5	5	4	2	3	5	5	4	2	3	5	5	4
TOTAL	9	15	14	11	11	9	15	14	11	11	9	15	14	11	11	9	15	14	11	11
Highway engineers indicated	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
General Civil engineers indicated	1+	1+	1+	1	1	1+	1+	1+	1	1	1+	1+	1+	1	1	1+	1+	1+	1	1
PROPOSED STAFFING PATTERN	2	2	2	2	1	2	2	2	2	1	2	2	2	2	1	2	2	2	2	1
RIO: Direct Hire	2	2	2	2	1	2	2	2	2	1	2	2	2	2	1	2	2	2	2	1
US PASA (FMA)	5	5	5	5	3	5	5	5	5	3	5	5	5	5	3	5	5	5	5	3
Brazilian Adm.	3	3	3	3	2	3	3	3	3	2	3	3	3	3	2	3	3	3	3	2
Brazilian Engineers	2	2	2	2	1	2	2	2	2	1	2	2	2	2	1	2	2	2	2	1
US PASA (FMA)	2	2	2	2	1	2	2	2	2	1	2	2	2	2	1	2	2	2	2	1
Brazilian Adm.	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Engineers	2	2	2	2	1	2	2	2	2	1	2	2	2	2	1	2	2	2	2	1
US PASA	2	2	2	2	1	2	2	2	2	1	2	2	2	2	1	2	2	2	2	1
Brazilian Adm.	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Engineers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
US PASA	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Adm.	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Engineers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
US PASA	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Adm.	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Engineers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
US PASA	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Adm.	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Engineers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
US PASA	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Adm.	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Engineers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
US PASA	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Adm.	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Engineers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
US PASA	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Adm.	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Engineers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
US PASA	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Adm.	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Engineers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
US PASA	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Adm.	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Engineers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
US PASA	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Adm.	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Engineers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
US PASA	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Adm.	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Engineers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
US PASA	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Adm.	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Engineers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
US PASA	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Adm.	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Engineers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
US PASA	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Adm.	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Engineers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
US PASA	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Adm.	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Engineers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
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Brazilian Engineers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
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Brazilian Engineers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
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Brazilian Engineers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
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Brazilian Adm.	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Engineers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
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Brazilian Adm.	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brazilian Engineers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
US PASA	1	1	1	1	1	1	1	1	1	1	1	1								

