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# **SMALL RUMINANT**

**COLLABORATIVE RESEARCH  
SUPPORT PROGRAM  
(SR-CRSP)**

## **ANNUAL REPORT**

**PROGRAM YEAR ONE**

**1980**

**PART I**

**ADMINISTRATIVE  
ACTIVITIES**

**Prepared by the Management Entity 1980**

**THE SMALL RUMINANT CRSP (SR-CRSP)**

**Annual Report**

**October 1, 1978 - May 30, 1980**

**931-1328**

**Prepared by the  
Management Entity Staff**

**Prepared for USAID and BIFAD  
1980**

## TABLE OF CONTENTS

### PART I ADMINISTRATIVE ACTIVITIES OF THE SR-CRSP

#### Introduction

#### The Definition of Program Years and Budget Years

#### Establishing the Management Structure

1. The Management Entity
2. The Board of Institutional Representatives
3. The Technical Committee
4. The External Evaluation Panel

#### Placement of Overseas Worksites

1. The Memoranda of Understanding
2. The Overseas Site Coordinators
3. Scientist Exchanges

#### Integrated Program Plan

#### Non Federal Resources and the SR-CRSP

#### Bibliography

#### List of Figures and Tables

### PART II INDIVIDUAL ANNUAL REPORTS

1. University of California, Breeding
2. Montana State University, Breeding
3. Texas A&M University, Breeding
4. Texas Tech University, Range Management
5. Utah State University, Range Management
6. North Carolina State University, Nutrition
7. Ohio State University, Nutrition (Forages)
8. Utah State University, Reproduction
9. California State Polytechnic University, Reproduction
10. University of California, Health
11. Colorado State University, Health
12. Washington State University, Health
13. Tuskegee Institute, Management
14. Winrock International Livestock Research and Training Center, Management
15. Winrock International Livestock Research and Training Center, Economics
16. University of Missouri, Sociology
17. Texas A&M University, System Analysis

### PART III BUDGET

**PART I**

**ADMINISTRATIVE ACTIVITIES**

**TITLE XII**

**SMALL RUMINANT COLLABORATIVE RESEARCH SUPPORT PROGRAM**

## Introduction

The Small Ruminant Collaborative Research Support Program (SR-CRSP) was launched on September 30, 1978 when, following many months of planning, the US Agency for International Development (USAID) signed Grant No. AID/DSAN/XII-G-0049(1). This Grant provided Title XII funds to the University of California at Davis (UCD) which had agreed to act as Management Entity (ME) of this new venture on behalf of all the participating institutions. This CRSP was the first of its kind and to a degree the ME and all the CRSP committees have been pioneering this new model for the provision of technological assistance to the less developed countries (LDC's). At the time AID signed the Grant, the participants had been identified, and their funding level and the SR-CRSP structure and management relating to the US components of the program had been well defined in documents provided by the Research Triangle Institute, (2,3,4) the consultant group assigned by the Joint Research Committee (JRC) to undertake the feasibility study. The major components that remained for the University community to establish were to:

- Establish the SR-CRSP committees.
- Evolve working relationships with USAID Regional Bureaus and Missions.
- Locate and implement the Overseas Regional Programs.
- Develop from the 17 subgrants, an Integrated Program Plan.

While the placement of any single one of the above components would by any standard be difficult, the simultaneous placement of all the components together has been a formidable task. That it has been successfully achieved in a relatively short time is due to the outstanding spirit of cooperation developed among the functional groups of the SR-CRSP including the ME, USAID (both in Washington and overseas) the Principal Investigators (PI's) who comprise the Technical Committee (TC), the Board of Institutional Representatives (BIR), and the External Evaluation Panel (EEP).

It has been the policy of the ME to thoroughly document every step taken in written reports. These reports have been diligently circulated to the following groups:

- Technical Committee (TC)
- Board of Institutional Representatives (BIR)
- Board of International Food and Agricultural Development (BIFAD)  
-10 copies to Executive Director, Dr. Elmer Kiehl  
(formerly Dr. Woods Thomas).
- United States Agency for International Development (USAID)  
-10 copies to the USAID Officer, Dr. Oxley  
(formerly Dr. Raun, and Mr. McClusky).
- SR-CRSP Advisors including :  
Drs. Hutchinson, Cunha, Pritchard and Donovan of the Joint Research  
Committee (JRC)  
Dr. Glen Beck of BIFAD and the EEP, where appropriate.

This list will be hereafter referred to in the Annual Report as those "all concerned" with the SR-CRSP. Frequent reference will be made to the SR-CRSP documents in this report. The references have been numbered and cited in the bibliography. It will be critically important for the effective use of this Annual Report to have the documents cited at hand, and the present report is written on the assumption that they are available to the reader. Because of their volume and number it is not practicable to attach all citations to the present report, but if the reader lacks any, they may be obtained by writing to Program Director, SR-CRSP, UCD, DAVIS, CA, 95616.

With these comments in mind, the succeeding pages will present in narrative form the activities of the SR-CRSP in its first program year. For reasons outlined immediately below the first program year consisted of a period of 20 months, the second program year will be 16 months and the third 12 months, to conform with the budget year.

#### The Definition of Program Years and Budget Years

Grant AID/DSAN/XII-G-0049 provided for a commitment by AID of \$14,258,830 over a

five year period, or \$2,851,170 per annum. In the early phases of the SR-CRSP, it was recognised that spending would be low because planning was incomplete at the time of signatures, that spending would increase as the program was put in place overseas, and that inflation would aggravate this increasing demand for dollars as the SR-CRSP progressed. An orderly plan to deal with these issues involved the following features:

- Providing funds in the first year at approximately the budget year level but stretching the program year to 20 months instead of 12 months thereby providing more time for planning and a slower expenditure of funds.
- Stretching the second program year to 16 months but providing funds at the appropriate (16 months) levels according to a new 'formula funding' process.
- Using carryover funds saved from year one against the looming inflation factor for year three, a twelve month interval designed to mesh exactly with budget year four.
- Applying to AID early in the program, for augmentation funds to cover an anticipated deficit in the final years of the SR-CRSP.

It was deemed that this strategy would be the most fiscally responsible approach and take into account:

- the need for more planning, prior to increased spending in the early stages.
- the increasing needs of the program as it developed overseas.
- a cushion against inflation in the event that AID could not provide additional funds.
- development of a fiscally manageable program, limited in growth during the first years with affordable growth in future.

As these policies were put before the TC and the BIR, the ME received strong support from all concerned in the implementation of this strategy.

One additional safeguard against the risk of fund wastage was considered necessary and implemented; the use of 'Initial Planning Grants.' As indicated above, when the ME received the SR-CRSP, none of the overseas sites had been placed.

Consequently participating institutions were provided at first with planning grants limited in size that were usable only for planning their programs including the overseas components, not for research per se. Only when adequate plans had been made as evidenced by a revised program plan acceptable in principle to the overseas collaborators, were first year sub-contracts made, releasing funds for research to participating institutions. Figure 1. illustrates graphically the distribution of funds from BUDGET YEARS 1, 2 and 3 (each 12 month periods) into PROGRAM YEARS 1 (20 months) and 2 (16 months) and that in YEAR 4 the Budget Year (Year 4) and the Program Year (Year 3) will both coincide and be a 12 month period.

### Establishing the Management Structure

The Management structure of the SR-CRSP adopted was that designed by RTI and approved by AID and JRC. It is illustrated in Figure 2.

The Management Entity. The ME staff consists of the Program Director, the Business Manager, (50% time), a Staff Research Associate, an Administrative Assistant (50% time) and a Senior Typist Clerk, whose names are provided in Table 1. The staff of the ME are responsible within the University of California at Davis, to the Dean of the Graduate Division (Dr. A. G. Marr).

The role of the ME is carefully defined in the Grant document and the BIR By-laws (1,5). Practical realities indicate that the primary responsibilities of the ME are to:

1. Receive on behalf of the SR-CRSP, the funds committed by AID and assume accountability for their use.
2. Provide funds to the participating institutions for SR-CRSP activities, and ensure compliance with the Terms of the Grant.
3. Provide a focal point for the interaction among the TC, BIR, and EEP within the SR-CRSP and AID, JRC and BIFAD outside the SR-CRSP.
4. Execute the decisions of the TC, BIR and EEP.

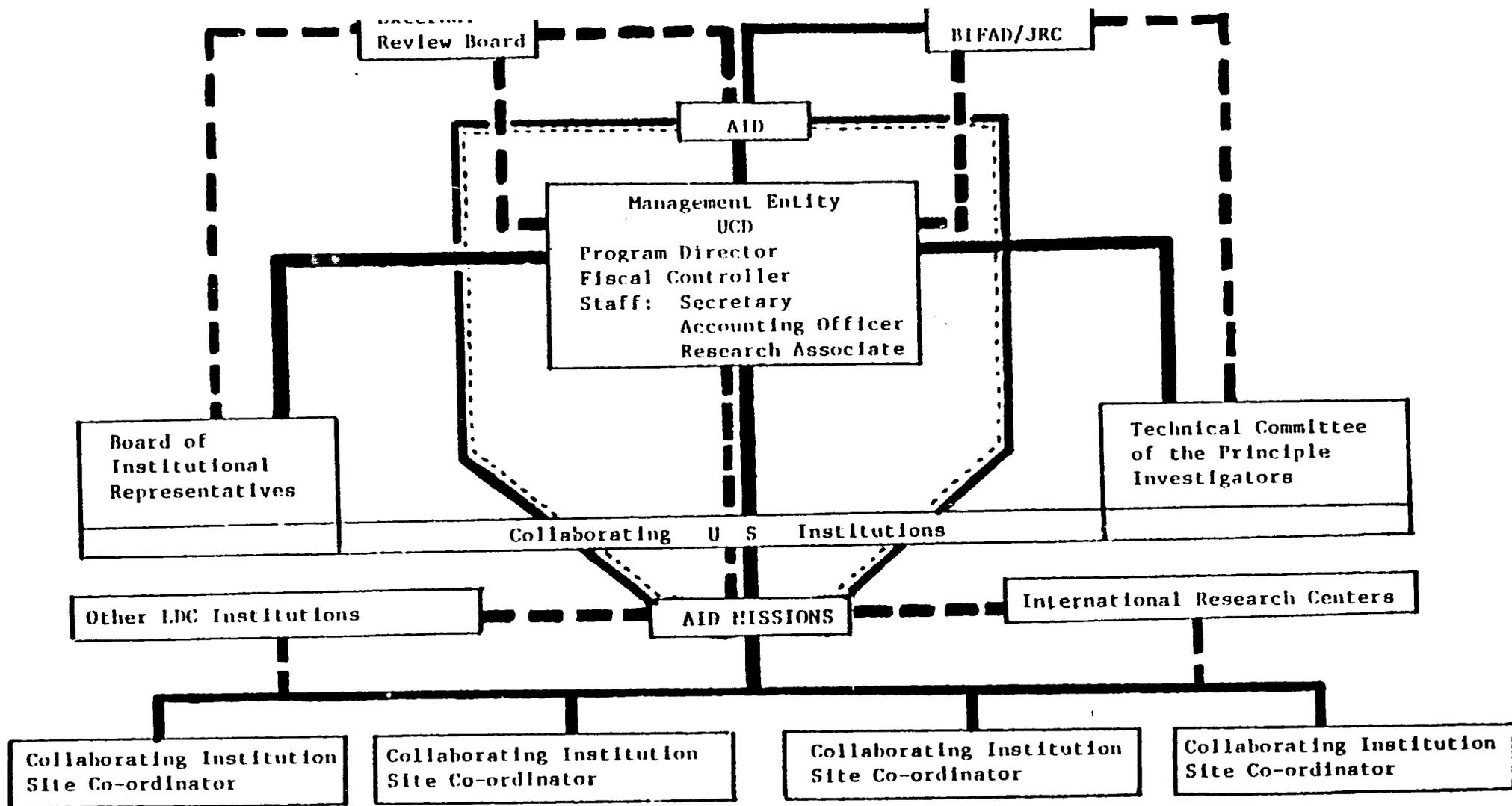
5. Maintain liason with Regional Sub-Programs through the Directors of the overseas collaborating institutions and Site Co-ordinators and service them through provision of MOU's.
6. Generate the documents of the SR-CRSP including Minutes of the TC, Minutes of the Board, Report of the EEP, the Integrated Program Plan, Annual Reports, the Budget and the Fiscal Reports and provide these to AID and external auditors.

In the past year the ME has worked with every meeting of the TC, Board, EEP and visited all five overseas for the purpose of developing the MOU's. Representatives of ME have visited 6 of the 13 participating institutions in the US. The ME has also represented the SR-CRSP at meetings of the JRC in Washington on five occasions, presented a series of written program reports to the JRC (5), and has been instrumental in the development of CRSP Liason Meetings sponsored by BIFAD (6).

FIGURE 1

RELATIONSHIP BETWEEN BUDGET YEARS AND PROGRAM YEARS IN THE SMALL RUMINANT CRSP

GRANT NO. AID/DSAN/XII-G-0049					\$14,258,830
BUDGET YEAR 1	BUDGET YEAR 2	BUDGET YEAR 3	BUDGET YEAR 4	BUDGET YEAR 5	
\$2,851,177	\$2,851,177	\$2,851,177	\$2,851,177	\$2,851,177	
				?	
PROGRAM YEAR 1	PROGRAM YEAR 2	PROGRAM YEAR 3	PROGRAM YEAR 4		
\$3,194,946	\$4,056,249	\$4,156,458	\$2,851,177		



- AID Washington & Overseas Communication
- Executive Lines of Communication
- Advisory Lines of Communication

FIGURE 2  
 ORGANIZATIONAL CHART  
 COLLABORATIVE RESEARCH SUPPORT PROGRAM  
 ON SMALL RUMINANTS

TABLE 1

<u>Technical Committee</u>	<u>Board of Institutional Representatives</u>	<u>External Evaluation Panel</u>
Robert L. Blackwell*	Robert C. Albin	Saul Fernandez-Baca
Eric Bradford*	Archibald E. Alexander	James Fransen
Donald F. Burzlaff	L. Carter	Robert McDowell
Thomas C. Cartwright	Anthony Cunha	William Moulton
John DeBoer	Warren C. Foote	Arthur Pope
James DeMartini	Terrence Greathouse	Jan Rendel
Henry A. Fitzhugh*	William G. Huber	
Warren C. Foote	Charles Lassiter	
William G. Huber	Allen G. Marr	<u>Management</u>
William L. Johnson*	Bennie Mayberry	<u>Entity</u>
Blaine McGowan	J. McKinsey	David W. Robinson
John C. Malechek	Mervin G. Smith	Richard M. Waters
Edward A. Nelson	Robert O. Wheeler	Helaine J. Burstein
Michael Nolan		Michele E. Lipner
Doris M. Oliveira		Yolanda G. Ferguson
J. Maurice Shelton		
Robert W. VanKeuren		

One of the first tasks of the ME was to facilitate the establishment of functional relationships among the various SR-CRSP committees. The enthusiastic cooperation of PI's, Board Members, External Evaluators, and AID staff in Washington and in Missions overseas has enabled the CRSP to successfully accomplish this critical task.

It has been the policy of the ME to consider the TC the driving force of the SR-CRSP. The Principal Investigators are considered to be the chief actors in the implementation of the scientific program and, it is upon their work the success or failure of the venture will ultimately rest. It has been the ME policy to seek the consensus of the TC on practically every significant issue prior to policy implementation including selection of the External Evaluation Panel members, the Site Co-ordinators, the overseas work sites, budget and other issues of importance to the CRSP effort. When the consensus of the TC has become clear, the ME has essentially presented their views to the BIR, which is the executive committee of the SR-CRSP. In most cases the BIR has endorsed the views and planning of the TC and the ME has proceeded to implement their decisions. On the rare occasions when the BIR and the TC have not been in agreement (eg. the number and composition of the EEP, salary supplementation, etc.) the ME has followed the directives of the Board.

The Board of Institutional Representatives The BIR consists of one administrator from each of the participating institutions, a total of 13 members, whose names are provided in Table 1. The board has a chairman, an executive committee and operates according to a mutually agreed upon set of published By-laws (7). The Board was called into session four times during Program Year One as follows:

November, 1978 at University of California, Davis... Executive of the Board.

May, 1979 at the Stouffers Inn, Denver..... Full Board Meeting.

November, 1979 at Texas A&M, College Station..... Full Board Meeting.

May 1980, at the Airport Hilton, Denver..... Full Board Meeting.

The agenda for each of those meetings were prepared by the ME in consultation with the Executive Committee. The Minutes of each of these meetings (8,9,10,11) have been documented by the ME with copies to all concerned in the introduction to this report. The Minutes represent a full and comprehensive report on the activities of the Board.

The Technical Committee The TC consists of each Principal Investigator on the subgrants issued by the ME, a total of 17 members whose names are listed in Table 1. The TC has a chairman, and executive committee and operates according to a mutually agreed upon set of "Operating Rules and Procedures." It also has four Regional Sub-Program Committees with a chairman who is programatically responsible for coordination within the regional groups, which correspond to the four overseas worksites of the SR-CRSP. The regional sub program chairmen interact with ME on behalf of other members on matters of common interest (eg site development fund proposals, site coordinator appointments, etc.). These chairmen are identified with an asterisk (\*) in Table 1. The TC was called into session six times during Program Year One as follows:

- November, 1978 at Brown Palace Hotel, Denver..... Full TC.
- February, 1979 at University of California Davis.... Full TC.
- April, 1979 at Airport Holiday Inn, Denver..... Full TC.
- May, 1979 at University of California, Davis.... Executive of the TC
- November, 1979 at Texas A&M, College Station..... Full TC.
- April, 1980 at Estes Park, Colorado..... Full TC.

The agenda for each of these meetings was prepared by the ME in conjunction with the Executive Committee of the TC. The Minutes of each meeting were prepared by appointed recorders then typed and distributed by the ME to all concerned. The Minutes represent a full and comprehensive report on the work of the TC (12, 13, 14, 15,16,17).

In addition to these meetings there have been meetings of the Regional Sub Program committees, which have been working sessions on the technical aspects of the scientific program. These have not been recorded in formal minutes, but the results of this work are given in the individual Annual Reports from the Principal Investigators.

The External Evaluation Panel The EEP consists of six eminent, internationally known scientists whose responsibilities are carefully defined in the Grant document and the By-laws of the BIR. Selection of these scientists was a lengthy, democratic process which was initiated by the ME and consisted of the following steps:

- Requests for submission of names were sent to the TC, the Board, AID and members of the JRC.
- The full slate of names was presented to the November, 1978 TC meeting and scientists representing the following categories were listed on a blackboard:
  - Less Developed Countries
  - Major overseas development funding agencies
  - Major US agency not involved in Title XII
  - Land Grant Institutions not participating in SR-CRSP
  - Major international agricultural agency

Top candidates, and alternates were selected by ballot at the TC meeting from a slate of more than 45 submitted names. ME then wrote to each candidate with an enquiry concerning their willingness to serve. The Board were presented with those willing to serve and approved their appointment at the May, 1978 BIR meeting in Denver. The Board also added a sixth member to represent the US sheep and goat industry. The names of the members of the EEP are given in Table 1.

Immediately following the selection, approval and appointment of the members of the EEP, the ME developed their forward work schedule . This consisted of:

- Review of background materials of the SR-CRSP (all the RTI documents, the Grant document, and the Integrated Program Plan, "Phase II").
- Review of all the program plans submitted by Principal Investigators to the ME and upon which planning grants and first year program funds were based.
- Meeting at the University of California, Davis in December, 1979 for the purpose of:
  1. Preparing the Initial Report of the EEP (16), a document that was distributed by ME to all concerned.
  2. Preparing a set of operating rules and procedures for the EEP.

### 3. Preparing the next forward work schedule for the EEP.

This schedule has been fully completed by the EEP and their report was generally applauded by the TC, Board and others.

The ME in April, 1980 distributed a detailed response (19) to the EEP Initial Report (17) and the individual Principal Investigators submitted responses to the EEP Report to deal with items related to their specific programs. These responses (20) have been collected by the ME and also distributed to the EEP.

The EEP plans to reconvene in July, 1980 to provide a second report following review of the final Integrated Program Plan developed during the course of Program Year One. In addition, 1980 will see the beginning of US campus visits and also possibly the beginning of site visits to the overseas regional worksites. Additional activity of the EEP has been a visit by Program Director to Wisconsin to discuss the EEP report and forward work plan with the EEP chairman Dr. Arthur Pope, and Dr. Pope's attendance at the May, 1980 BIR meeting in Denver to facilitate the first interaction between the EEP and BIR.

In summary, all the working committees of the SR-CRSP have been busy and functional during the first program year and their work has been fully documented and distributed to all concerned.

#### Placement of the Overseas Worksites

At the time the Grant was signed, very little work had been undertaken to place the overseas component of the SR-CRSP. While this was to prove a difficult, time consuming task, it did allow the participating institutions to become deeply involved in the worksite selection process. The advantages of this personal involvement by Principal Investigators in the selection of the overseas worksites will be seen in the future to have greatly outweighed the disadvantages of a slower start to the SR-CRSP.

The placement of the overseas worksites was the most difficult pre-occupation of everyone in the SR-CRSP during Program Year One. That four out of a potential five

sites have been finally set in place with signed Memoranda of Understanding, US scientists in each location and foreign students from those sites already in the US, is another example of the team effort that operates in the SR-CRSP. The sequence of events leading to the placement of the overseas worksites has been:

- A lengthy, comprehensive cable describing the SR-CRSP was dispatched to every USAID Mission overseas from the Development Support Bureau (DSB) of AID in September 1978. (21)
- Responses to that cable were summarised and evaluated by USAID in DSB and the Executive Committee of the TC, ME and several Board members in October 1978.
- Based upon the following responses from USAID Missions:
  - not interested at all
  - not interested at present
  - interested

the TC convened to plan the future selection strategy for the overseas sites at the Denver, 1978, November, TC Meeting.

- This strategy entailed sending teams consisting of two PIs and one AID (Washington) person to each of the regions represented by AID's Regional Bureaus:
  - Latin America
  - Africa
  - Near East
  - Asia
- Each of those teams prepared reports (22,23,24,25 ) for the TC and BIR to consider at the Spring, 1979 meetings, and based upon these deliberations Brazil, Peru, Kenya, Morocco and Indonesia were recommended as the Overseas Worksites.

- The selection took into account several factors:
  - the need for work related to each Regional Bureau's interest.
  - the need to cover the arid, semi-arid, highland, humid tropics and Mediterranean ecosystems where Small Ruminants are important.
  - the desire to cover LDC's in Spanish, Portuguese, Francophone and Asiatic language zones in order to facilitate future extension to other relevant countries by SR-CRSP trained personnel.
  
- Following these decisions the Program Director began an extensive travel schedule to discuss Memoranda of Understanding (MOU's) with these overseas countries. Essentially the task of the ME was to:
  - determine which agency in each country was appropriate to enter into an agreement with the SR-CRSP.
  - decide what the terms of such an agreement should be on behalf of all institutions.
  - identify potential scientific collaborators for PI's and set the stage for individual visits by PI's to confer with the scientists in the selected agencies.
  - distribute full reports on the Program Director's site visits to all concerned (26,27,28,29,30).
  
- By April 1980:
  - every scientist in the SR-CRSP had visited in-country with their overseas counterparts.
  - every MOU had been signed (31,32,33,34) with the exception of Morocco with which negotiations are still proceeding.

--top ranking scientific administrators had come to the US to meet with the ME, BIR and TC to discuss SR-CRSP collaboration, and attended the TC and BIR meetings at Texas A&M University (November 1979).

In summary, the placement of the overseas sites has been an extremely successful venture given the time available and the large volume of work to be done. Much of the credit should be given to the diligent and professional work of the USAID's Mission Staff in countries where agreements are in place. In some countries their effort were so outstanding as to prompt an unsolicited letter from the SR-CRSP Program Director to the Administrator of AID drawing his attention to the work of the field staff.

The Memoranda of Understanding (MOU) An early decision of the ME fully supported by the TC, BIR, AID and the JRC, was to negotiate entry into the overseas worksite locations by way of Institute to Institute Memoranda of Understanding (MOU) rather than by Government to Government agreements which would likely become ensnared in multi-ministry bureaucracy. In short, the University of California, as the recipient of Grant No. AID/DSAN/XII-G-0049, acting as ME, would enter into agreements with the specific collaborating institute in the overseas site. A template MOU was developed in the ME, cleared through the University of California legal offices and provided to the following collaborating institutions, determined following the administrative site visits of the Program Director:

Indonesia - AARD (The Agency for Agricultural Research and Development),  
Brasil - EMBRAPA (Empresa Brasileira de Pesquisa Agropecuaria).  
Peru - INIA (Instituto Nacional Investigaciones Agraria).  
Kenya - MINISTRY OF AGRICULTURE (In association with the  
Ministry/FAO/UNDP Sheep and Goat Project).

The template MOU was the subject of intense debate throughout program year one between the ME and the above collaborating institutions overseas. Some MOU's went through six revisions before acceptable refinements were made incorporating the individual needs of each country. It was perhaps unfortunate that, while the US side was able to keep the MOU negotiation at the Institute level, each of the overseas collaborating institutions were obliged to clear the MOU through Ministries of Planning, Finance, Agriculture, etc., which led to inevitable delays in SR-CRSP implementation.

However, on the positive side, this experience created the need to establish close working relationships between US and overseas colleagues that will have lasting value.

The MOUs have been distributed to all concerned as part of the Integrated Program Plan and are cited in the Bibliography of the present report (31,32,33,34).

The Overseas Site Co-ordinators Throughout the development of the MOUs by the ME and the technical program by the PI's a search has been in progress for Site Co-ordinators. The position of Site Co-ordinators was agreed upon in the earliest phases of the SR-CRSP by the TC, BIR, and ME. It was agreed that each sub contract would provide funds to be retained by the ME for the purpose of appointing one scientifically trained, but administratively competent person to co-ordinate the SR-CRSP work on site, overseas in each of the regional sub-programs. This person would be selected by the joint action of the TC and the ME. With such a mutually agreed upon strategy in mind, the ME followed the routine outlined below:

- The draft of a job description was developed by the ME for discussion by the TC, where the draft was refined, improved and redrafted to everyone's mutual satisfaction.
- The position announcement was advertised internationally in Nature, nationally in the Journal of Animal Science and Rangelands, inter-institutionally by sending a copy to Animal Science Department Chairmen of US land grant universities with an interest in international agriculture and it was circulated among SR-CRSP overseas sites by forwarding the announcement to our overseas collaborators.
- The job announcement was discussed at UC Davis with the Academic Personnel Office to ensure compliance with our equal opportunity, affirmative action standards.
- No closing date was indicated in the announcement and by April, 1980 some 60 worldwide applications had been received.
- Program Director prepared a detailed chart of the names, qualifications,

experience and prospects of every candidate and short listed four for each of the five CRSP sites, in a report to the PIs and BIR (35).

- The CV's of each short listed candidate were copied and sent to every PI according to which Regional Sub Program group they belonged to.
- Simultaneously, each short listed site co-ordinator was informed of their status and the first indication of salary range, benefits and perquisites was made.
- At the April, 1980 TC meeting in Estes Park, each Regional Sub Program Committee made its first and second choice known to the ME.
- The ME, on the basis of TC recommendations has since made tentative offers of appointment, subject to the approval of our overseas colleagues and the UC- Academic Staff Organization Committee.

Scientist Exchanges. One feature of the Program Year One activities has been an encouraging start to the exchange of scientists between the overseas regional worksites and the US, supported by the SR-CRSP resources. The main flow of this exchange has inevitably been from the US to the overseas locations because of the rejection by AID of the Phase II Integrated Program Plan (see later). AID insisted that not until every PI had made direct contact with their overseas counterparts and revised their Program Plans to reflect the combined thinking of both US and overseas scientists would they consider first year program funding by ME to be appropriate. However, the PI's have to a degree attempted to support an exchange in both directions which may be summarised as follows:

- Every PI has traveled to the overseas sites in which they will work and personally conferred with their prospective counterpart investigators.
- ME and PI's have sponsored the travel of the following overseas administrators and scientists participating in SR-CRSP for conferences, meetings or extended study in the US.

J.M. Pompeu Memoria	Brasil
Carlos Valverde S.	Peru
M. Panjaitin	Indonesia
Z. Owiro	Kenya
Jorge Flores O.	Peru
Felix Palacios R.	Peru
Domingo Martinez C.	Peru
Hugo Sameme	Peru
Dora Husman	Peru
Elsio Figueiredo	Brasil
William Odenya	Kenya
B. Gessous	Morocco
Benjamin Quijandria	Costa Rica

In addition to these visits made to establish the SR-CRSP program several long term resident scientists have already taken up SR-CRSP supported positions in the overseas locations as follows:-

- Indonesia - Dr. Levine, Dr. Thomas (pending)
- Brasil - Dr. East, Mr. Gutierrez, Mr. Miller (pending)
- Peru - Dr. Lauerman, & Dr. DeMartini, Dr. Bryant (pending)
- Kenya - Dr. Sands, Dr. Quick, Dr. Sayer

### Integrated Program Plan

One of the early responsibilities of the ME was to develop an Integrated Program Plan for the SR-CRSP as an entity which went beyond the documents presented by RTI. RTI's Phase 1 Plan was considered by both AID and ME to be a draft, and was essentially a compilation of 17 individual sub-plans submitted by the principal investigators for early consideration.

The ME undertook to revise the RTI (Phase I) Integrated Program Plan following several months of exchanges between Principal Investigators, and no less than three full Technical Committee meetings.

However, the Phase II Integrated Program Plan was rejected by AID on the basis that:

1. Principal Investigators had not been overseas to talk to their specific collaborators.
2. The plans required revisions which included the inputs of the overseas collaborators.
3. The plan lacked the conclusion Memorandum of Understanding with any of the overseas locations.
4. The plan lacked any evaluation by the formally constituted External Evaluation Panel.

While ME was not obliged to have approval for the Integrated Program Plan by AID ("review" was the term used in the grant), it was clear that the comments of AID were valuable and credible, and that they should be fully attended if good relations were to be maintained between AID and the SR-CRSP. A strategy was agreed upon whereby a third, (Phase III) Integrated program plan would be developed which attended to the points listed above, but that time should be given for the overseas components to be done thoroughly. Also, it was agreed that sub-grant could not be held up for the Phase III Integrated Program Plan because considerable ground work was required at every US campus to prepare for the entry of SR-CRSP activities. Sub-grants were therefore released as soon as the ME had confidence that each PI had indeed an overseas counterpart and had re-submitted a workplan which included their thinking. It has been a very painstaking process to develop the Integrated Program Plan slowly as each PI returned from discussions overseas, re-drafted their plans, and engaged in numerous discussions with their colleagues to ensure full collaboration within the SR-CRSP.

The Phase III Integrated Program has now been published in 6 parts (36,37,38,39,40,41). It is later than was hoped but even at the present time not all PI's have been able to go to some of their foreign worksites due to the time constraints imposed by their other commitments or where breakdown in negotiations (Morocco) has been a factor. Where these failures have occurred it has been recommended that funds provided for work not undertaken be returned to the general funds of the SR-CRSP for re-allocation. The Integrated Program Plan has been circulated to all concerned and will form the basis of the SR-CRSP's five year program for the US and overseas.

## The Impact of the SR-CRSP On US Participating Institutions

The impact of SR-CRSP on participating institutions has been considerable. Evidence of the original intent of Title XII, that US institutions should direct their research towards making more effective contributions to food production in the LDC's, has certainly been visible in the participating institutions on this CRSP. Examples of changes in US campuses that have already taken place and that would otherwise not have been made include:

- new courses in tropical smallholder sheep and goat production systems.
- new facilities targeted specifically for the training of overseas students on overseas problems.
- expenditures by College Deans of Institutional funds (not AID funds) on the participation of AID personnel in work relevant to the LDC's. This is a very encouraging return of some of the 'overhead' to development work.

## Non Federal Resources and the SR-CRSP

Federal support of the SR-CRSP is limited to less than 75% of the total cost since participating institutions were required to provide a minimum of 25% matching funds from non federal resources. However, as time progresses the Federal contributions as a percentage will diminish sharply as more funds are added into the SR-CRSP from other resources. In Budget and Program Years One, the participating institutions provided \$1,038,214 of a total of \$3,708,469 or some 38% of the funds. While the SR-CRSP did not request or solicit funds from any of the collaborating institutions overseas, it was clear that the SR-CRSP would attract very substantial funds from Governments which have warmly welcomed the SR-CRSP.

In Indonesia, at the signing of the MOU it was announced that BAPENAS (the Government Budget & Planning Office) would allocate some Rp100,000,000 (US\$165,000) per annum for five years to the collaborating institute, the Lembaga Penelitian Peternakan to support the SR-CRSP work. This amounts to a commitment over the five years of \$825,000 and represents probably over 50% matching of US federal funds.

In Kenya where the second MOU was signed the Government added into the MOU the working of their own commitment which for the five year period was stated to be K 1,497,786 (US\$ 4 million).

In Brasil where the third MOU was signed, the signing was timed to coincide with the opening of the new National Sheep and Goat Research Center and the SR-CRSP was cited as the type of collaborative program the laboratory would now be able to attract. The specific amount of the Brazilian contribution to the SR-CRSP has not been defined but will be very substantial indeed.

In Peru, where the fourth MOU was signed the current lack of resources has not permitted a specific contribution to be made. However, again as an index of the enthusiasm with which the SR-CRSP has been received the collaborating Institution there immediately applied for use of PL 480 funds to match the SR-CRSP contribution. The outcome of this application is pending but the signs are positive that it will be granted.

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39. Integrated Program Plan Part IV Indonesia.
40. Integrated Program Plan Part V Kenya.
41. Integrated Program Plan Part VI Budget.

## LIST OF FIGURES AND TABLES

**Figure 1. Budget Years and Program Years Defined.**

**Figure 2. The Management Structure.**

**Table 1. Members of the Board, TC, EEP and ME.**