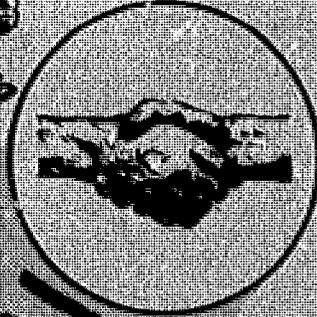
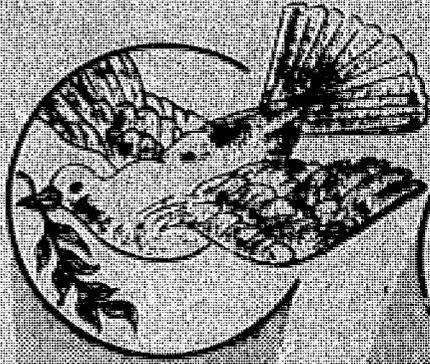


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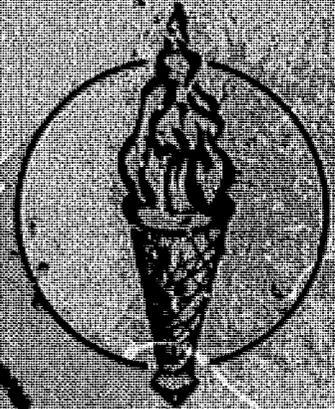
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MUTUAL SECURITY



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PEACE

COOPERATION

FREEDOM

PROGRESS



PROGRAM METHODS
ORIENTATION KIT

OFFICE OF MANAGEMENT PLANNING
INTERNATIONAL COOPERATION ADMINISTRATION

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PLANNING FOR MUTUAL SECURITY

PROGRAM METHODS
ORIENTATION KIT

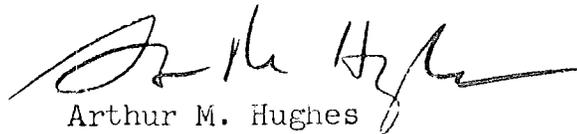
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Program Methods Division
Office of Management Planning
International Cooperation Administration

PREFACE

You are embarking upon a challenging experience with ICA. You can take pride in the fact that the part you will be playing in the Mutual Security Program is vital to the well-being of the U.S. and the free world. To carry out your responsibilities effectively, it is necessary for you to become closely acquainted with the methods and procedures by which ICA plans, develops, and carries out the important programs which it administers. These methods and procedures are designed to provide for the effective discharge of ICA responsibilities for mutual security. They are your tools which, when wisely used, can help maximize your contribution to the efforts to achieve and stimulate the general aims of peace, cooperation, freedom, and progress. Your endeavors in these pursuits will be amply rewarded by the sense of participating in a great enterprise and by the satisfaction that comes with a job well done.

The exercises included in this part of the orientation program will familiarize you with ICA programming principles and enable you to begin your work abroad somewhat "ahead of the game". Part of this orientation is hard work. You will have assignments to do at home which will not be easy. At the same time I believe you will find the work interesting and extremely useful to you later on.



Arthur M. Hughes
Chief, Program Methods Division
Office of Management Planning

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Schedule of Sessions

Unit 23: ICA Program Planning
(The Greenprint Process)

Subunit 231: Lecture on ICA Program Methods
First Wednesday, 9:00 - 10:15 a.m.

Subunit 232: Program Planning Seminar
First Thursday, 10:45 - 12:45 p.m.

Subunit 233: Program Development Seminar
Second Monday, 7:00 - 10:00 p.m.

Unit 24: ICA Program Implementation
(The Blueprint Process)

Subunit 241: Lecture on Project Type Assistance
Second Tuesday, 11:15 - 12:30 p.m.

Subunit 243: Lecture on Non-Project Type Assistance
Second Wednesday, 9:00 - 10:00 a.m.

Subunit 242: Project Development in the Field

242 A - Seminar Review of Faulty PWP

242 B - PWP Drama

Second Friday, 11:15 - 12:30 p.m.

WORK ASSIGNMENTS

In order to help familiarize you with the concepts and methods of ICA programming, you will be participating in several seminars held during the orientation process. Specific preparation for these seminars will be required, which will enable you to draw maximum benefit from the sessions.

The deadlines for the following assignments should be closely observed:

1. For the Program Planning Seminar, read carefully by 10 a.m., Thursday of the first orientation week, the U.S. Interests and Policy Objectives, pages 19 and 20, the Country X Fact Sheet, pages 21 to 32 and the instructions in Annex D on page 35.
2. For the Program Development Seminar, read carefully by 7 p.m., Monday of the second orientation week, the material contained in Annex E through Annex H, pages 36 to 43. In addition, review in detail the U.S. Interests and Policy Objectives, pages 19 and 20, and the Country X Fact Sheet, pages 21 to 32.
3. For the Session on the Faulty PWP, given 11:15 a.m. Friday of the second week of orientation, read carefully the introduction to the exercise contained on pages 71 and 72; review thoroughly the Faulty PWP and associated material presented on pages 73 to 83. Draft Manual Order 1053.6, Project Work Plans, pages 91 to 107 -- is included for your perusal.

I ICA PROGRAM METHODS

OUTLINE OF LECTURE ON ICA PROGRAM METHODS

A. Program Planning

1. Objectives

- a. Why does ICA give assistance to Korea? to Brazil?
- b. Need for definite country objectives - U.S. motive required.
- c. Examples of objectives.
 - (1) Promote closer association with the free world
 - (2) Maintain military strength necessary to:
 - insure internal stability
 - deter aggression
 - participate in collective security.
 - (3) Increase living standards and economic development to:
 - reduce appeal of Communism
 - assist in supporting military effort
 - reduce dependence upon U.S. (or Communist) aid.
 - (4) Enhance prestige, strength, stability or independence of the present government.
 - (5) To preserve for the free world: vital resources, military bases, strategic materials, geographic location, etc.
- d. Who establishes objectives? role of NSC, OCB, State, ICA/W, Embassy and USOM.
- e. Role of cooperating government.

2. Problems

- a. Do objectives tell you what kind of a program to have?
- b. Role of the ICA program
- c. Definition of a problem (an obstacle to achievement of ICA's role in the country)
- d. Examples of problems:
 - inadequate domestic production
 - instability of existing government
 - unfavorable balance of payments
 - low rate of capital formation
 - excessive expansion of the money supply
 - inequitable distribution of income
 - excessive dependence on single crops or products.
- e. Definition of a program goal: "The change in the problem necessary in a given period to remove the obstacle as it prevents achievement of the purpose of the ICA program".
Program goals must indicate:

- (1) the magnitude of the change required
- (2) the urgency or time phasing necessary
- (3) a means for measuring USOM and cooperating country progress.

f. Examples of problem analysis:

Problem: Instability of Existing Government

- Elements of the Problem:
- (1) inadequate tax review
 - (2) poor administrative and fiscal practices
 - (3) inability to control civil disorder
 - (4) corruption, instability of tenure and poor morale of civil service
 - (5) inadequate communication facilities
 - (6) lack of trained manpower.

g. Problem analysis. Questions to ask:

- (1) What is the present situation?
- (2) What changes are needed to reach the problem goal?
- (3) What is the cooperating government doing about this problem? What are others doing?
- (4) Is any U.S. aid required? What?

3. Responsibilities for Program Planning

- a. Host government
- b. Program Office
- c. Technical division

B. Program Cycle

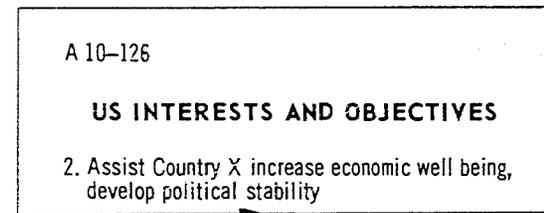
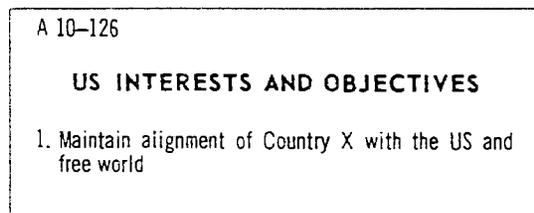
1. Cycle "A": applicable to countries having or proposing Defense Support or Special Assistance program components.
 - a. Field submission and Washington approval of the Operational Program Approval Request (OPAR) for the operational year.
 - b. Field submission and Washington review of the Aid Level Section of the Country Program Budget for the budget year.
 - c. Field submission of the second section -- Program Composition Section -- of CPB incorporating planning level figures. Washington reviews CPB and cables advice of program approval.
 - d. Washington preparation of Congressional presentation material for the budget year.
2. Cycle "B": applicable to "TC--only countries" which are not submitting proposals for Special Assistance or Defense Support.
 - a. Field submission and Washington approval of the Operational Program Approval Request (OPAR) for the operational year.
 - b. Field submission of the applicable parts of both Aid Level and Program Composition Sections of the CPB for the budget year. Washington reviews CPB and cables advice of program approval.
 - c. Washington preparation of the Congressional presentation material for the budget year.

CROSS REFERENCING OF COUNTRY PROGRAM BOOK FORMS

US INTERESTS AND OBJECTIVES

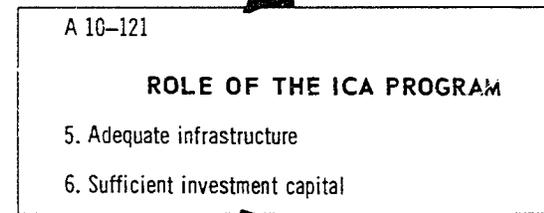
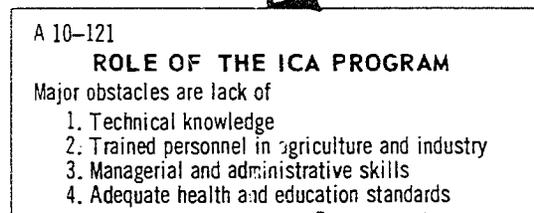
Identification of US interests — facets of the country's economic, military, political and social structure of concern to the US — provides setting for selection of US objectives.

The objectives — achievement of which requires action by the US — are enumerated, described and related to US interests.



ROLE OF THE ICA PROGRAM

Provides the fundamental rationale for the kind and size of programs proposed in subsequent sections dealing with problems and program goals.

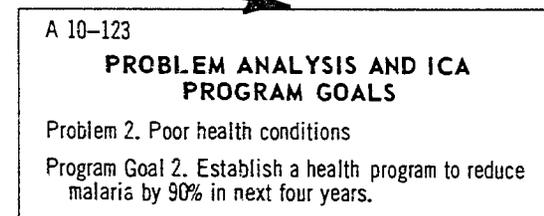
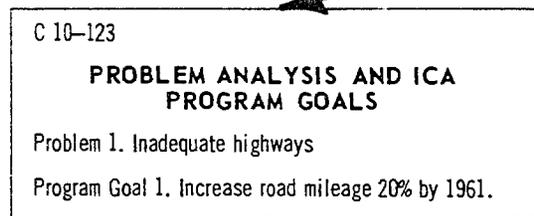


PROBLEM ANALYSIS AND PROGRAM GOALS

Problem analysis identifies and states concisely those problems (situations or circumstances) which the country's social, political and economic situation which must be altered—eliminated or reduced—if the ICA program is to accomplish its purpose.

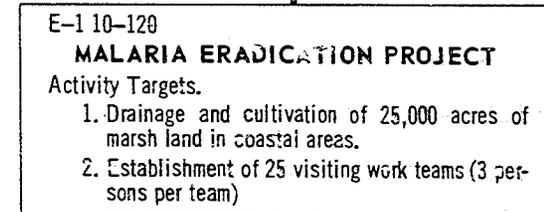
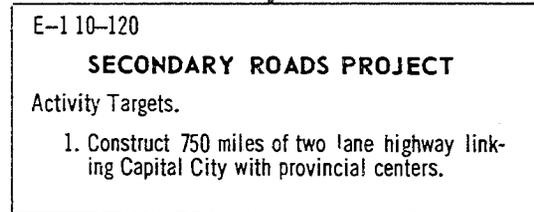
Program Goals delineate the type and magnitude of change which ICA activities (project and non-project) should bring about if the problems are to be eliminated or resolved. Goals consist of three elements:

- a. Magnitude of change required.
- b. Time necessary to bring about change.
- c. Where possible, a yardstick to measure progress.



ACTIVITY TARGETS

Generally the combined impact of several activities will be required to meet a Program Goal. Activity Targets indicate the end result expected of each project or non-project activity and are fully discussed.

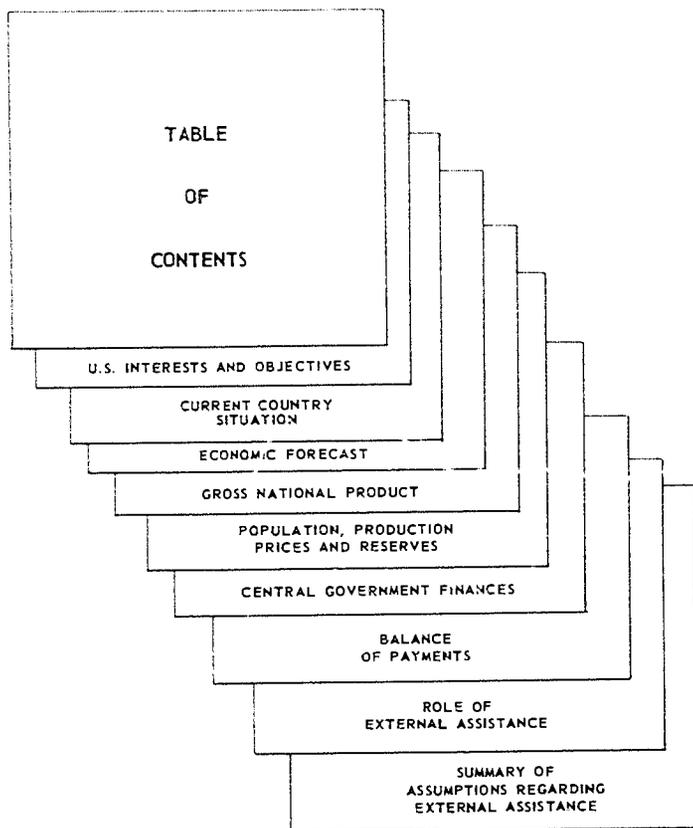


THE ICA PROGRAM CYCLE

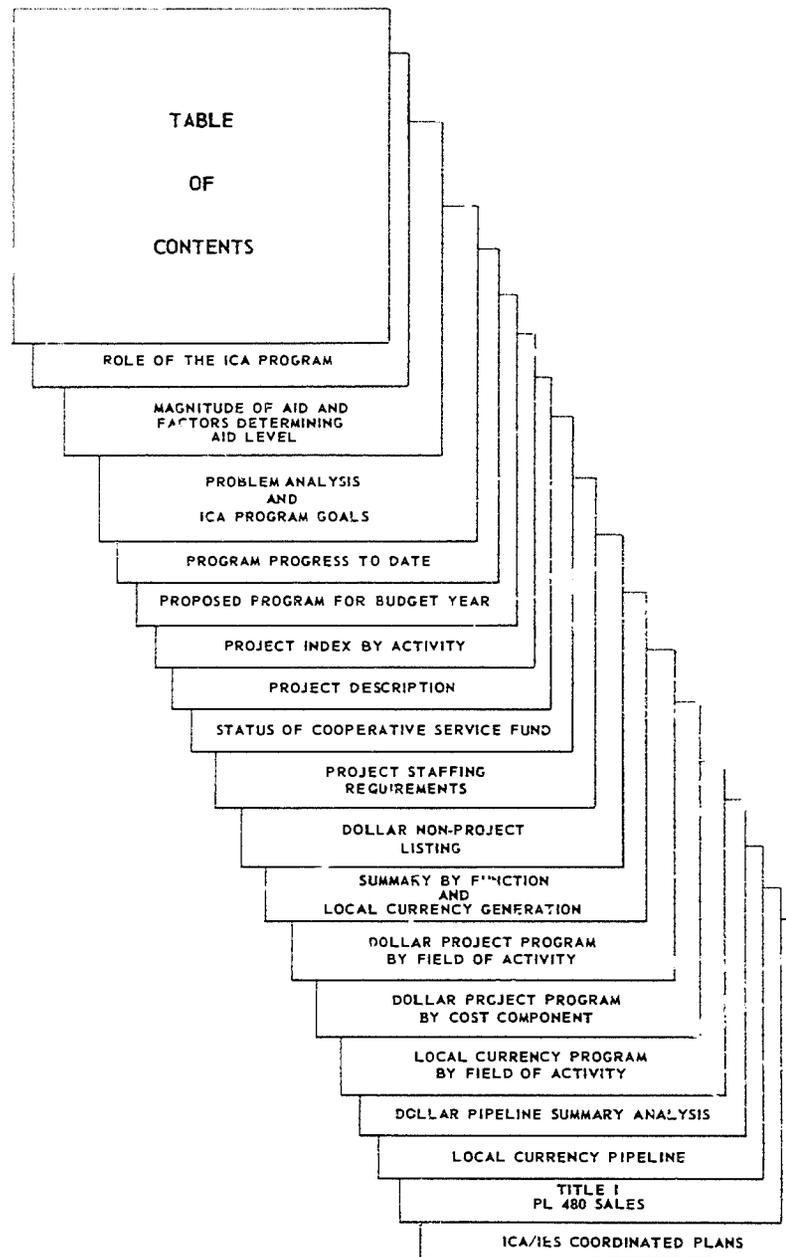
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		FY 1959					FY 1960					FY 1961					FY 1962														
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J
Washington transmits Program Guidance to Field and calls for Budget Year Program Request: (Country Program Book CPB)	Coordinator MSP Director ICA						1961												1962												
ICA/W calls for Operational Program Approval Request (OPAR) and Field transmits OPAR	ICA/W USOMs						1960												1961												
DS and SA Countries prepare and transmit Aid-Level Section of CPB	USOMs (DS and SA)						1961												1962												
ICA/W reviews OPAR's and transmits approval	ICA/W								1960											1961											
Inter-agency Review of Proposed Budget Year Aid-Levels for DS-SA Countries; Approved Aid-Levels transmitted to USOM's	Coordinator MSP ICA/W, STATE, DEFENSE, DOD								1961											1962											
TC-only Countries submit full CPB	USOMs (TC Only)								1961											1962											
DS and SA Countries complete Program Comp. Section CPB reflecting approved Planning Levels	USOMs (DS and SA)								1961											1962											
ICA/W reviews CPB's for Program content and transmits Program Approval	ICA Country Desk and Tech. Services								1961											1962											
Field transmits Revised Program and ICA/W adapts for Congressional Presentation	USOM ICA/W					1960									1961											1962					
Congressional Review and Enactment of MSP Legislation	Senate and House Authorization and Appropriation Committees					1960									1961											1962					
Program Obligation and Implementation	Cooperating Countries ICA/W USOM					1959						1960														1961					
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J
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COUNTRY PROGRAM BOOK SUBMISSION
CONSISTS OF TWO PACKAGES

AID LEVEL
SUBMISSION

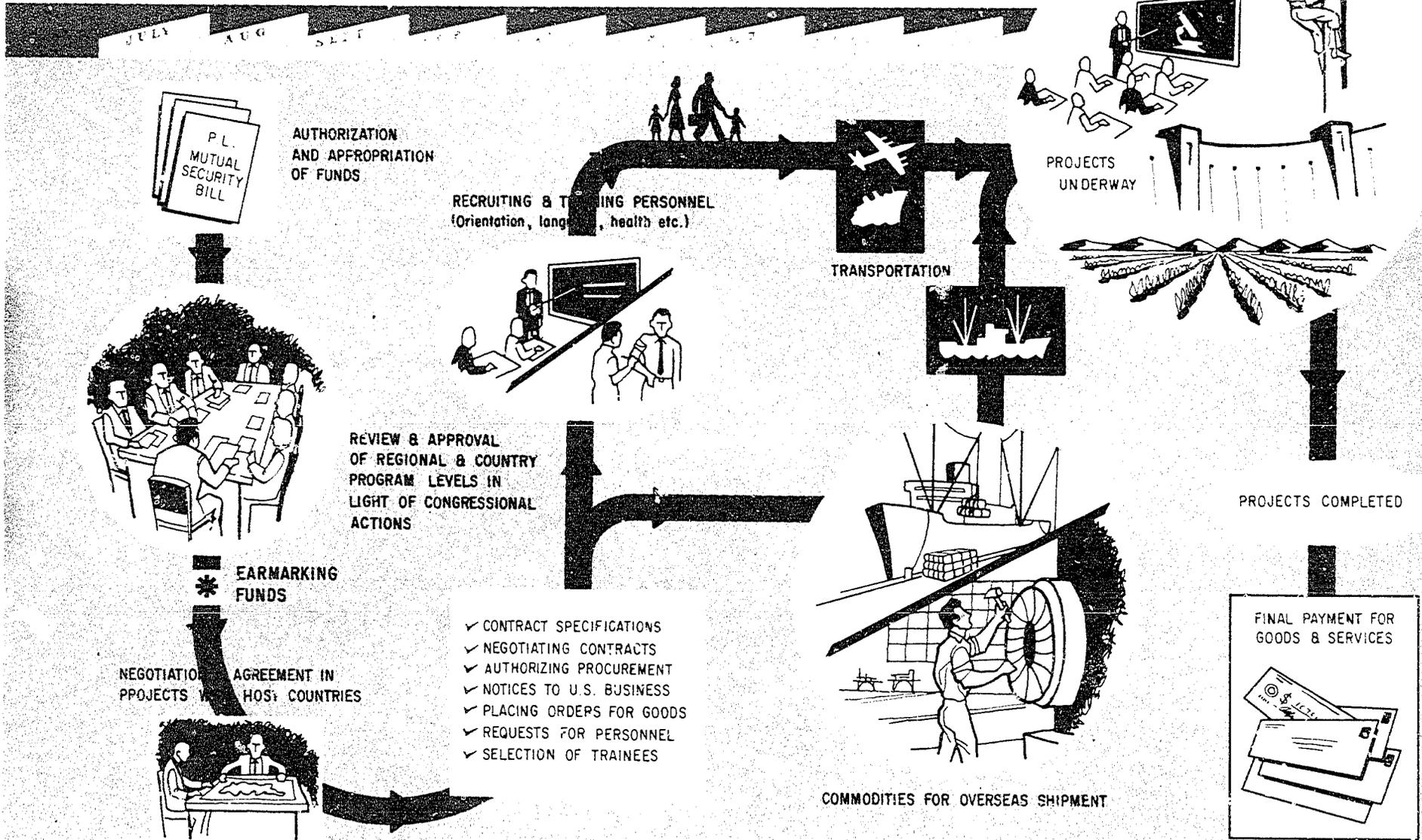


PROGRAM COMPOSITION
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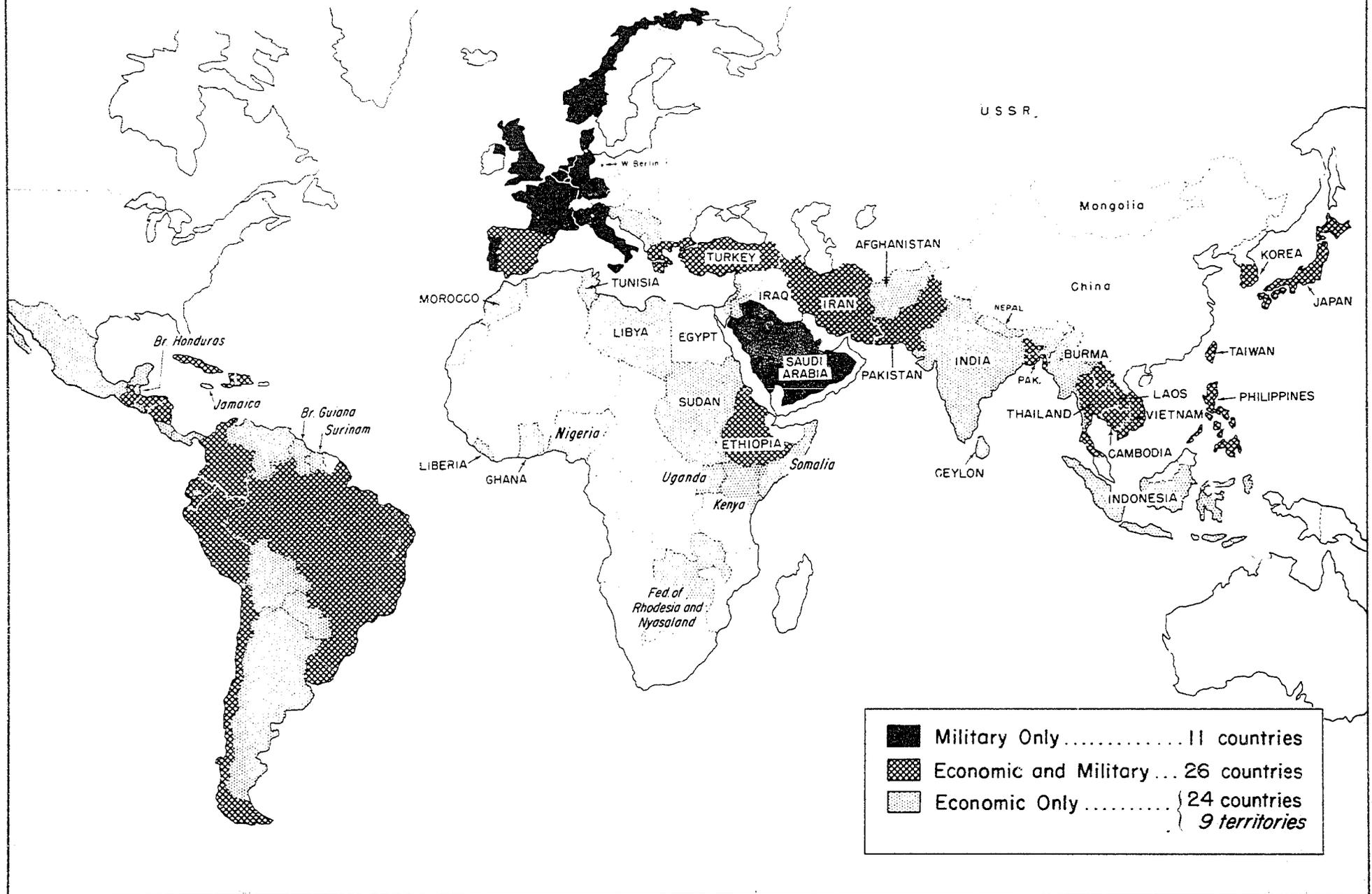
WHY A PIPELINE?

WHAT HAPPENS AFTER FUNDS ARE APPROPRIATED
AND BEFORE THEY ARE SPENT



- 13 -

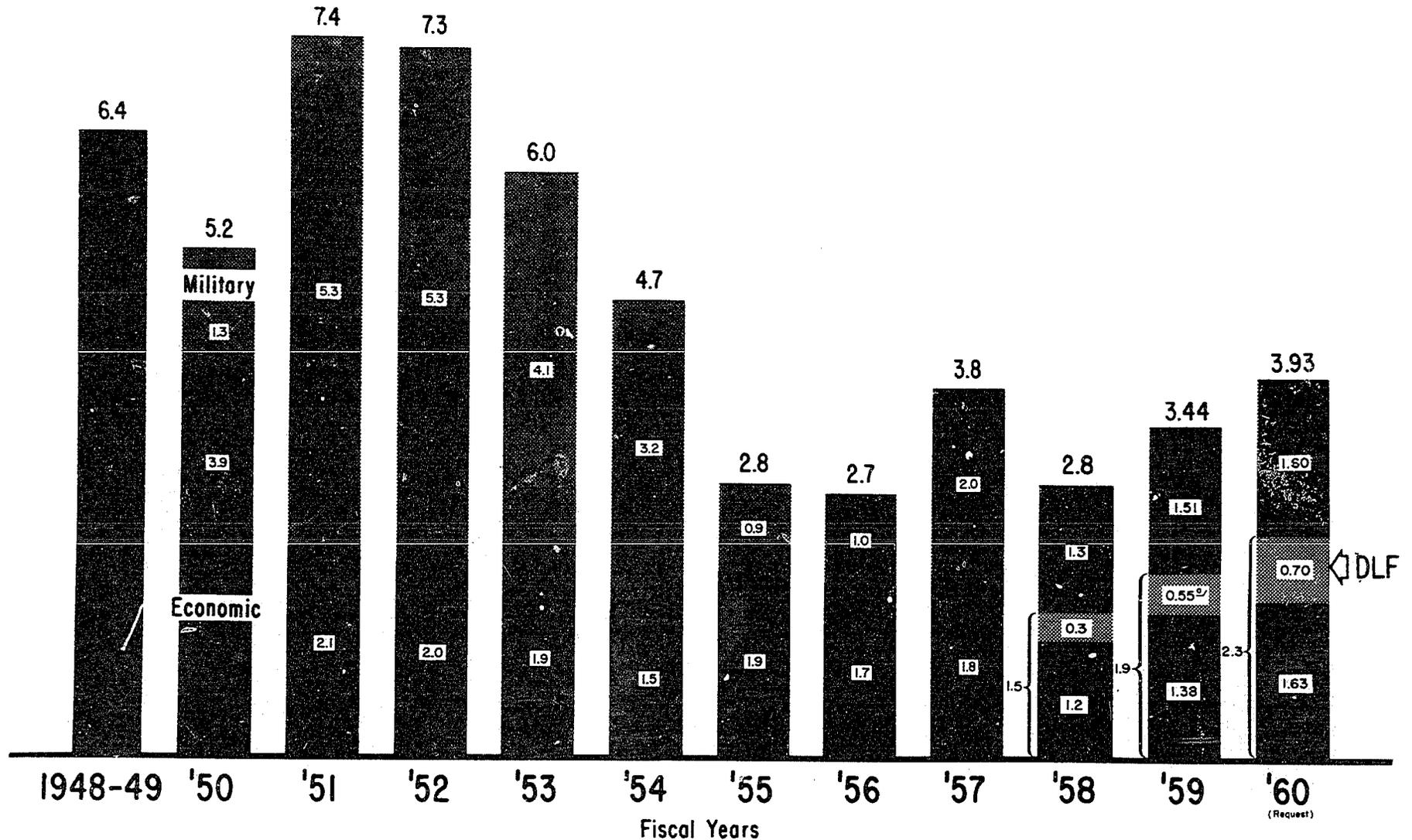
THE MUTUAL SECURITY PROGRAM PROPOSED PROGRAMS, FY 1960



MUTUAL SECURITY PROGRAM

APPROPRIATIONS BY TYPE OF ASSISTANCE

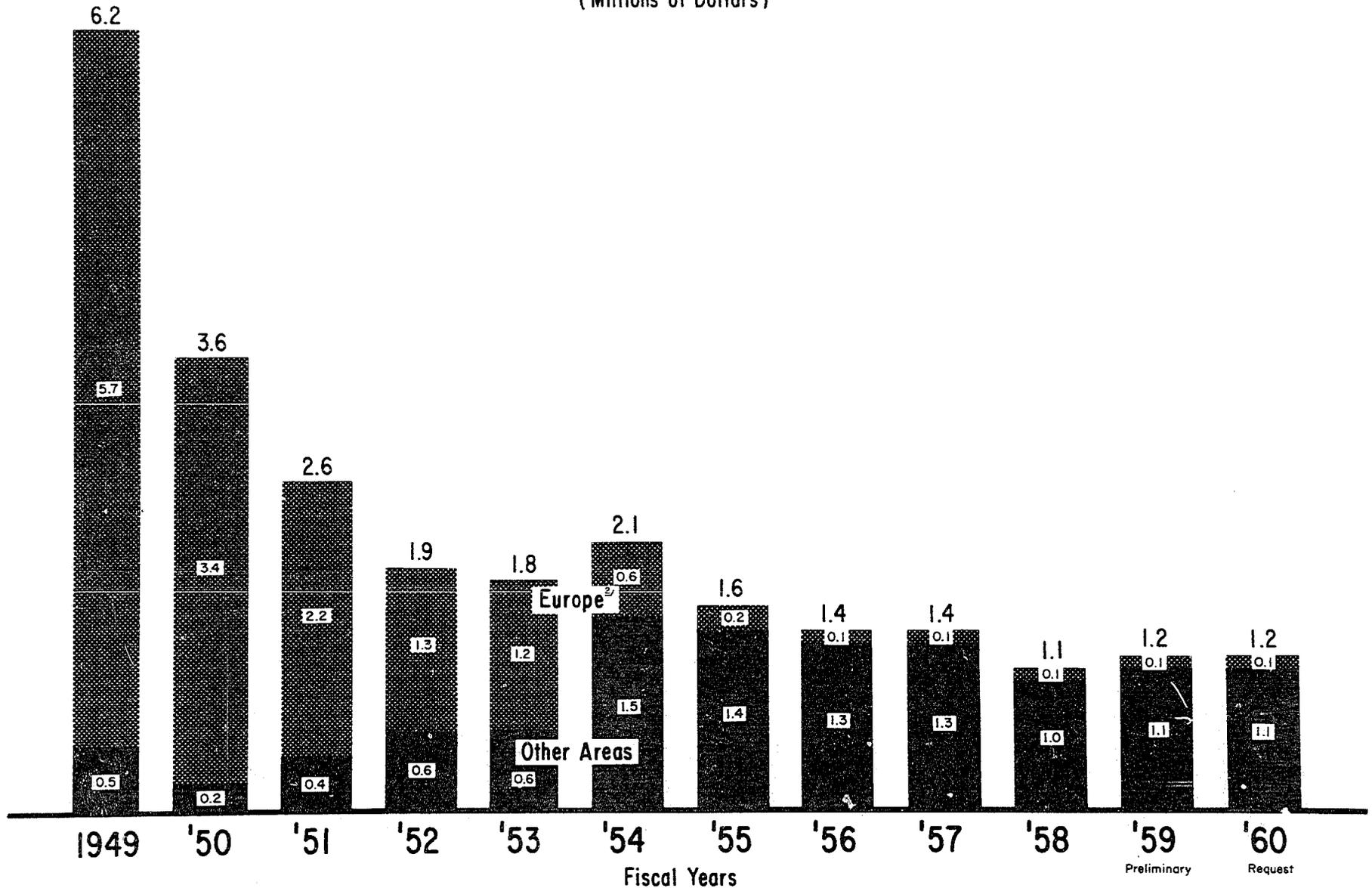
Adjusted for Transfers
(Billions of Dollars)



^{2/} Includes supplemental appropriations of \$150 million.

DIRECTION OF ICA ASSISTANCE^{1/}

(Millions of Dollars)

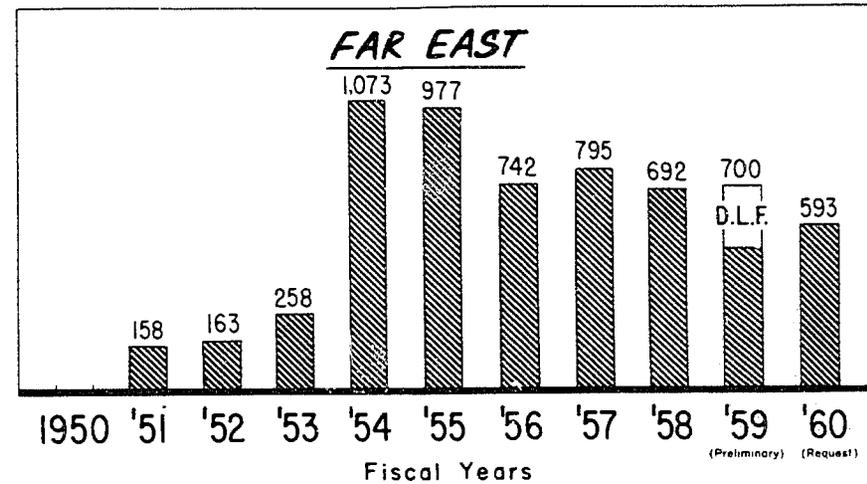
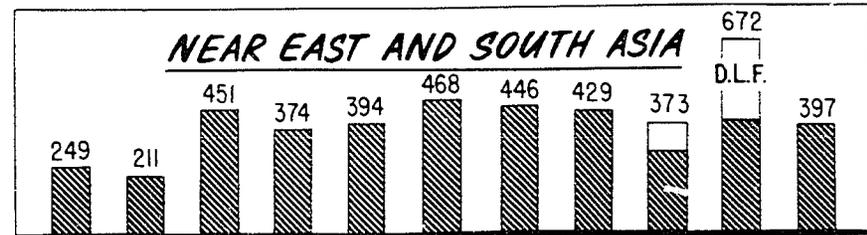
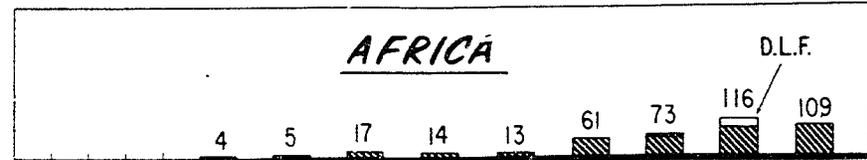
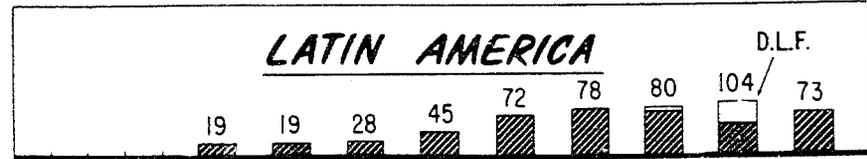
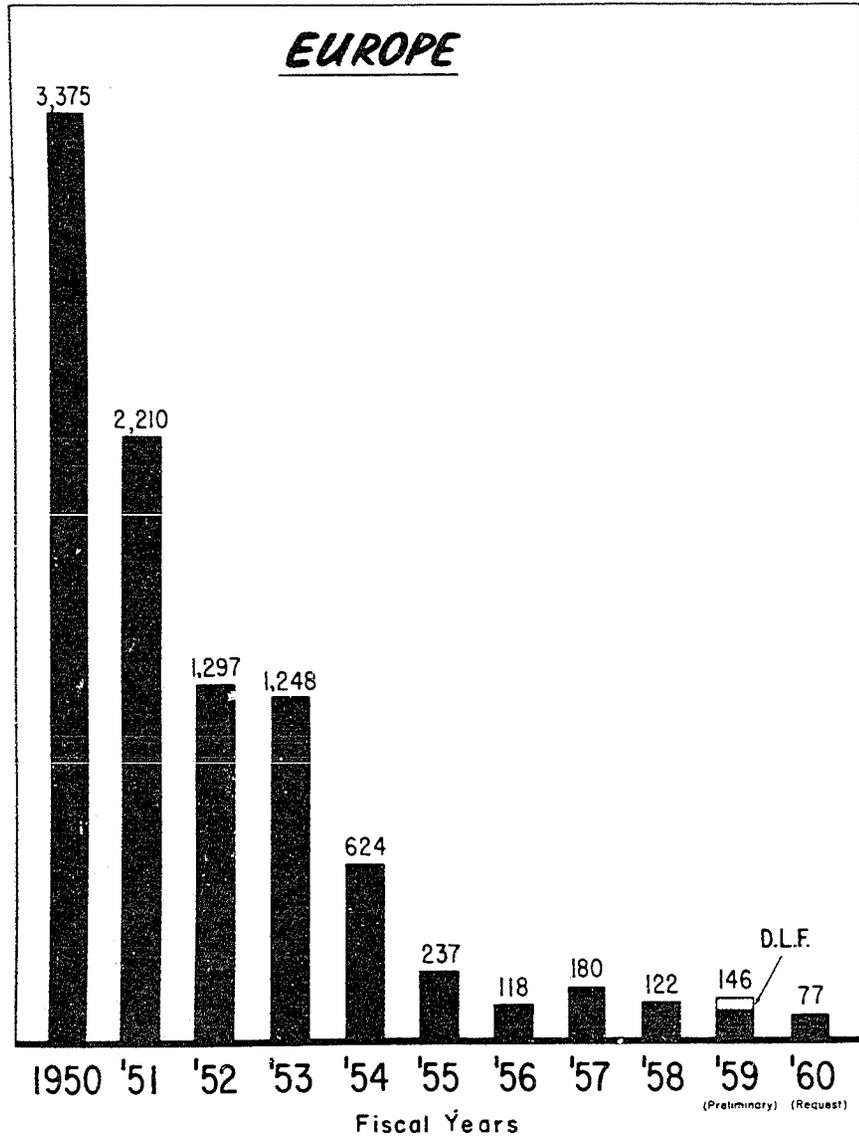


^{1/}ICA Net Obligations. Excludes Asian Economic Development Fund, Interregional Programs, Development Loan Fund, and ICA Allocations to Other Agencies.

^{2/}Excludes Greece and Turkey.

TREND OF NON-MILITARY ASSISTANCE*

(Millions of Dollars)



* Consists of (1) ICA net obligations for country and Regional Programs
 (2) Special ICA programs where these are identifiable with a particular region
 (3) ICA allocations to other Agencies where these are identifiable with a particular region
 (4) Development Loan Fund obligations (not available by region for FY 1960)

II PROGRAM PLANNING AND DEVELOPMENT SEMINARS

GENERAL INSTRUCTIONS

During two seminars, the orientation group will participate in discussion workshops designed to relate ICA program methods and project development procedures, as outlined in various lectures, to simulated conditions in a representative "Country X". These exercises are designed both to make program planning methods more meaningful and to acquaint new technical personnel with the economic development problems of a typical newly developing nation.

Program Planning Seminar - In this first seminar the orientation group will meet initially for general discussion of Country X based on the lecture ICA Program Methods, the Country X fact sheet, and the U.S. Objectives for Country X. Determination will first be made of the role of the ICA Program in Country X and most important problems impeding its achievement.

After the determination of major problems the seminar will break up into four smaller groups, each assigned a key problem for discussion. Each group will set what it believes to be a reasonable and justifiable goal for its problem with an expression of the magnitude of the change required, the time necessary to bring it about and where possible is a yardstick to measure progress.

Upon reconvening, each group spokesman will present to the entire seminar the program goal and analysis of his group, after which the seminar leader will evaluate the recommendations of the group leaders.

Program Development Seminar - Acting as a simulated USOM staff consisting of a Director and four Technical Divisions, the group will formulate a technical cooperation program for Country X.

It is requested that you familiarize yourself with the following material before the Program Planning Seminar begins and review it again for the Program Development Seminar. It will also be helpful if, before the seminars, you relate in your own mind the information in the Program Methods Lecture with the situation in Country X and the objective of each seminar discussion.

Annexes:

- A. U.S. Interests and Objectives
- B. Fact Sheet and Map of Country X
- C. Definition of Technical Cooperation
- D. Discussion Group Instructions
- E. Technical Service Division Instructions
- F. Development Aid from Cooperating Government and Other Sources
- G. Project Review Factors
- H. USOM Program Division Instructions for the Guidance of the Technical Divisions

A	FORM ICA 10-126 (6-59)	DATE PREPARED August 10, 1959	<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.	SECURITY CLASSIFICATION UNCLASSIFIED COUNTRY ECONOMIC PROGRAM	COOPERATING COUNTRY X	SETTING FOR U.S. PROGRAMS U.S. INTERESTS AND OBJECTIVES	A
<p>I. <u>U.S. Interests</u></p> <p>U.S. interests in Country X stem from its present determination to support actively Free World collective action in the conflict with the Soviet Bloc. Since Country X is surrounded by newly independent countries which are neutral or tending toward neutralism in the East-West conflict, it is of primary importance to the U.S. and to the Government of Country X to show neighboring states, as well as the people of X, that Country X can maintain its support of Free-World objectives while at the same time enjoying economic and political stability.</p> <p>II. <u>U.S. Objectives</u></p> <p><u>Objective 1: To strengthen Country X's alignment with the United States and to maintain its support of free-world collective action</u></p> <p>U.S. relations with Country X have grown steadily closer since World War II and today we exercise the strongest foreign influence within the country. Country X is an important member of the pro-Western pact in its region and has consistently supported the U.S. and our immediate allies in the United Nations. The strong nationalistic and neutralist tendencies prevalent in much of the rest of the region have not as yet been widely felt in Country X. This movement will, however, undoubtedly become increasingly stronger and may, if it is directed against the present government and the West, substantially negate much of what we are doing now.</p> <p>In addition, our position has been weakened by a growing feeling on the part of Country X officials - including the ruler - that countries less friendly and cooperative toward the U.S. are receiving economic assistance on a far larger scale.</p> <p><u>Objective 2: To promote and maintain an independent, stable government, enjoying wide-spread popular support and economic strength</u></p> <p>The Country X government, if it is to resist and reduce irresponsible nationalistic influence and, potentially, Soviet Bloc influence among the entire population, must increase domestic production and the rate of economic development in order to raise the levels of education, health, and economic well-being of the people. The rate of growth should be sufficient to provide hope of increased opportunity for improvement in the future. Concurrent with provision for this growth there must be a realization among all sectors of the population, particularly rural, that the central government is not static and unconcerned, but is actively working for progress in all these areas. In this way, as the appeal of nationalism becomes stronger, the government may be able to work and evolve with it, channeling this force in a constructive direction and maintaining its pro-Western inclination.</p> <p><u>Objective 3: To check and reduce Communist influence and appeal in Country X as a part of a region-wide effort</u></p> <p>Country X has thus far remained strongly independent in its economic and political relations with the Soviet Bloc. It has as yet refused offers of economic aid by Russia, feeling that too many potentially undesirable strings were attached.</p> <p>Internal communist influence has increased slightly, yet perceptibly, in recent years and will expand if the government is unable to meet growing demands for a higher standard of living and a country-wide public services program.</p>							
PAGE 1 OF 2 PAGES				SECURITY CLASSIFICATION UNCLASSIFIED		SHEET 1 OF 2 SHEETS TO THIS SECTION	

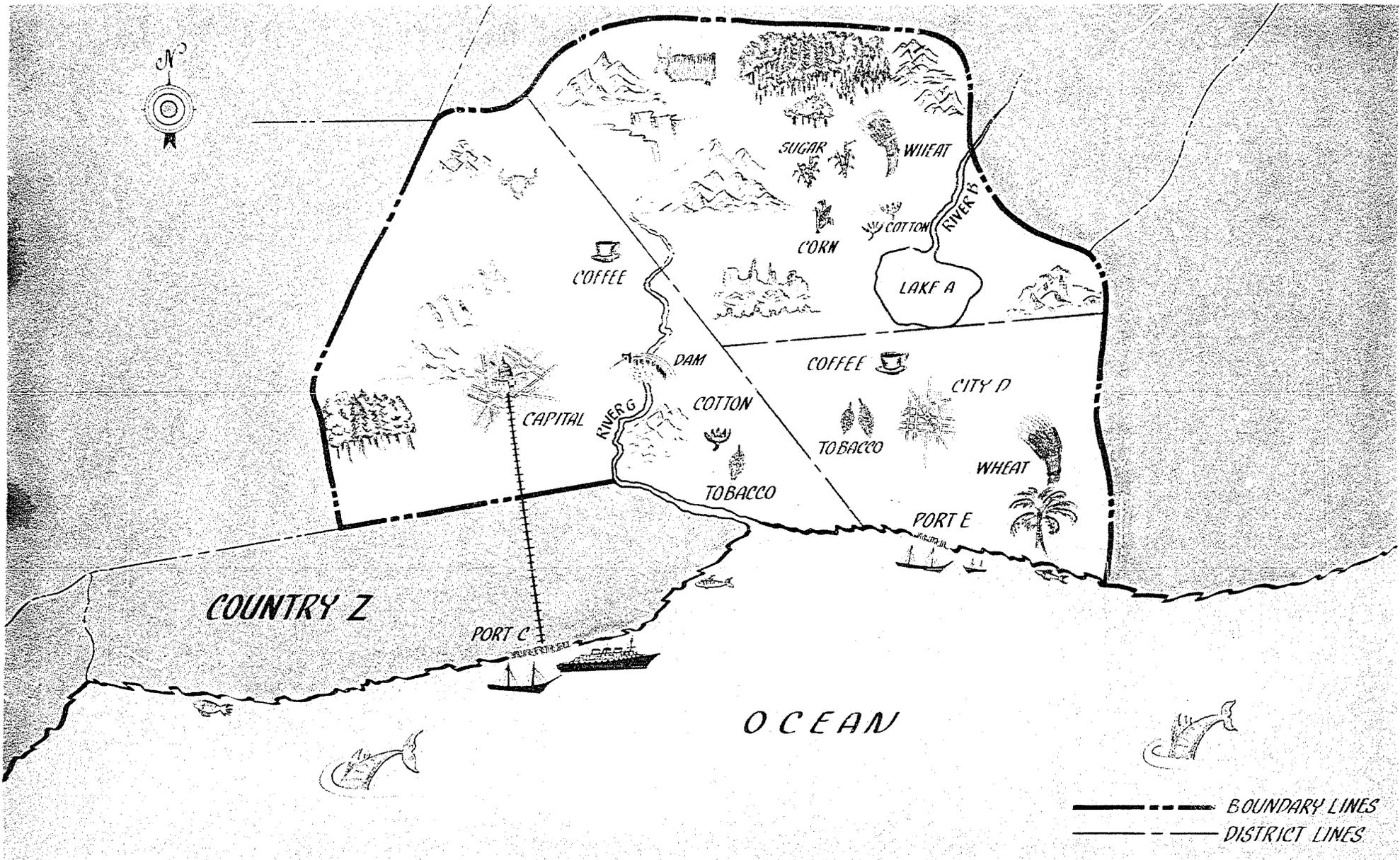
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<p>Country X represents in the eyes of neighboring countries a nation which has committed itself to the free-world and to economic cooperation with the United States. Results will be carefully watched.</p>							
PAGE 2 OF 2 PAGES			SECURITY CLASSIFICATION UNCLASSIFIED		SHEET 2 OF 2 SHEETS TO THIS SECTION		

- 20 -

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COUNTRY X



FACT SHEET - COUNTRY XI. General

Country X has only recently emerged from centuries of geographic, political and cultural isolation. Only within the last 50 years could it be conceived of in any sense as a "united" nation. Its rugged terrain and the absence of internal as well as external means of communication not only cut off the country from the world, but also insulated the various parts of the land from each other and served as major impediments to economic progress.

A number of sociological factors have also hindered the rate of economic development. There are many ethnic strains, ten major language groups, and over 100 dialects. A wide variety of cultural patterns and the social and economic differences of numerous tribal groups, each with long-established and deep rooted traditions, serve to render the nation still physically and culturally fragmented with a semi-feudal and relatively primitive way of life.

Recent progress in modernizing the primitive economy has been slow in comparison with the rate of development necessary to keep pace with population growth and support the increased demands for a higher standard of living, particularly in urban areas.

II. Political Situation

Country X is an autocratic state and, though numerous democratic forms exist, power is concentrated in the hands of the ruler. There are indications of some internal agitation among the younger members of the elite group for greater democratization and an accelerated economic development program. Though this group is insignificant at present, it will undoubtedly come to exercise more influence on the government as its numbers increase and as cumulative results of the current economic program are evident among other sectors of the population. At present the bulk of the population, most of it relatively isolated in rural areas, is not aware that the central government has any concern for their economic betterment. In areas where feudal land ownership patterns are prevalent, the rural workers can be expected to be reluctant to support the elite group in any major economic development program which brings them little or no relief from their predicament. Even given this potentially great source of unrest, however, the number of educated persons is not thought to be large enough at present to provide leadership for any major dissident force. If there is a positive and noticeable, even tho gradual, evolution toward more liberal and progressive policies, dissatisfaction is unlikely to materialize into open resistance.

Moving concurrently, though probably not associated with the dissatisfied few in the elite group, the handful of communists in Country X, while outlawed from overt proselyting, are nonetheless having some limited success, working through a thinly disguised front organization. Their influence has been thus far confined to

selected rural areas where land reform agitation has appeal and to a narrow strata of the small professional class. There are indications that communist-related machinations are a factor in recent murmurs in some urban areas which may be the nascent beginnings of a labor movement.

The central government has allied itself with the Western powers on most issues, but recently has been obviously influenced by its neutralist neighbors. In a region with a colonial background and a pattern of emergent self-determination, Country X keeps zealous guard over her sovereignty and is militant in maintaining independence of action. Unless a relationship of complete confidence is established, this tendency may hinder development of certain ICA projects.

III. Natural Resources

A. Climate and Topography

The geography of Country X is characterized by great variety and extremes. Altitudes range from 380 feet below sea level to over 15,000 above; terrain is varied and includes coniferous forests, deserts, lakes, and dense jungle areas. The total area of Country X is 510,000 square miles. About 63% of the area is productive, another 7% potentially productive. These fertile areas enjoy a generally temperate climate, rich soil, and sufficient rainfall for the production of a wide variety of crops. There are large regions of good pasture land.

B. Agriculture

Agricultural land comprises 60% of the area of Country X (cultivated 10%; meadows and pastures 50%). This amounts to 10.7 acres per capita (U. S. - 6.6 acres). There is no foreseeable problem of population pressure on productive land.

Crops are mainly food, especially cereals. Cropland depends entirely on rainfall, as little land is irrigated. Coffee, the main cash crop, accounts for 50-60% of total exports, followed by oilseeds. There is some concern that the low quality of Country X's coffee, due to poor processing and shipping methods, will make it non-competitive in European and U. S. markets. Industrial crops include cotton and tobacco. Sugar production, all by a foreign firm, is expected to amount to 31,000 tons in 1960/61, up 70% in two years, which will substantially cover domestic requirements. There is a very large livestock population in Country X; hides and skins are important export items. Livestock diseases, however, are prevalent and herds tend to be of poor quality.

Production and distribution practices of the Country X farmer are essentially the same as they were a century ago. Agricultural production, with the exception of a few export crops, is by and large at the subsistence level with only minor

surpluses for barter. Semi-feudal land tenure practices in some areas will hinder any attempts to increase production and raise worker purchasing power. Except for old-time land owners title to agricultural (and industrial) lands is extremely uncertain and thus a major deterrent to expansion of coffee production and improved agricultural practices. Many small-scale farmers are unwilling to improve their holdings because of the lack of permanent land tenure. Large land-owners, satisfied with the status quo, are reluctant to initiate changes which in any event would be unenthusiastically received by tenant farmers who stand to gain little until basic land reform is effected. This situation deters the establishment of large plantations, either private or co-operative, which would be the most efficient way of cultivating coffee, sugar, cotton and other major crops.

About 90% of the 16 million population are engaged directly in tenant or self-sufficient farming or livestock raising. Of these, well over 70% work at less than full effectiveness due to intestinal parasites and/or malaria. There are probably fewer than six native agricultural specialists; no rural extension facilities have been established. No agricultural research of any long-range consequence is carried on in Country X.

It is estimated that the fertile areas with their favorable climate and rainfall could provide enough food for many times the current population.

C. Forests

The 16,000 square miles of forest are largely inaccessible and important only for non-wood products.

D. Fisheries

Known rich resources in rivers and lakes, and in the bordering ocean are now very lightly exploited.

E. Minerals and Fuels

There is limited output of salt, gold and cement with no other known mineral resources of significance. No comprehensive mineral survey has ever been taken in Country X. Discoveries in neighboring countries indicate that iron, zinc and perhaps other mineral deposits may exist in potentially significant quantity. No fuel resources exist other than wood. Years of oil drilling have proved unsuccessful. Industry is dependent entirely on imported fuel.

F. River Resources

Of extensive rivers and lakes only Lake A and 270 miles of River B (to the border) are navigable. Rivers provide great power potential just beginning to be developed.

IV. Human Resources

A. Population

No general census has ever been taken. Most estimates range from 15-20 million. Assuming a population of 16,200,000 (1957), density is 32 per sq. mile (U.S. - 55). About 90% of the population live in rural areas, largely concentrated on the central plateau. There is little migration from rural to urban areas. The lack of reliable statistics on these matters makes economic forecasting difficult and tentative. Sallag is the official language though English is taught in the cities. The existence of many language groups and dialects hinders economic development.

B. Health

The absence of essential health statistics makes extremely difficult determination of the nature and scope of the health problem in Country X. Educated observation and experience would tend to verify these estimates of disease incidence: 70% intestinal parasites; 60% trachoma; 30% venereal disease; 25% malaria. Contaminated and inadequate water supply and the absence of sanitary disposal of sewage are other major health problems.

To combat these and other health problems the following health facilities exist:

- a) 146 doctors, 1 per 105,000 persons. (in rural areas the ratio would be closer to 1:400,000) U. S. ratio 1:760;
- b) 150 graduate nurses; 35 pharmacists; 300 dressers with six months' training;
- c) 54 hospitals and about 150 clinics.

Unlike most underdeveloped nations, Country X has no under-nourishment problem.

C. Labor Force

Industrial employment is 16,000. A high rate of unemployment exists in the Eastern section around city D. The shortage of skilled Country X technicians is critical.

Incidence of intestinal parasites in present and proposed industrial areas in urban regions exceeds the national average of 70% due to crowded conditions. At present only the capital and city D have safe water supply. No area has adequate facilities for waste disposal. Surveys indicate that intestinal diseases negate 25% of the effectiveness of the labor force in these areas. In city D and the area around Lake A it is estimated that the average worker loses 65 work days per year due to malaria.

D. Commercial

The number of persons engaged in entrepreneurship is probably about 90,000, concentrated in the three main urban areas and in a few rural trading centers. This figure reflects the lack of a clearly defined middle-class of any consequence in Country X. Private enterprise has made little inroad into the life of the country, though there is a very small core group of commercial leaders interested in making private investment and enterprise a more substantial sector of the nation's economy.

E. Education

The literacy rate in Country X is estimated at 1%. There are 621 primary and secondary, 3 technical, 2 teacher-training, and 2 higher education schools attended by about 115,000 students, 3-5% of school age children. There is one teacher per 5,000 inhabitants (U.S. - 1:120). Four hundred teachers per year are now being graduated. The best young teachers are being constantly lured away in significant numbers to more rewarding vocations. It is next to impossible to persuade teachers, nearly all with urban backgrounds, to accept assignments in rural villages. Hence, there is virtually no literacy in non-urban areas.

The numbers of Country X young people with basic general education are well below the demand for student apprentices for technical and professional training in university and vocational institutions and for on the job training.

V. Transportation, Power, and Industry

A. Railroads

A 490 mile, single track, meter gage line in good condition connects the capital with the port city C in Country Z, and is the principal means of transport for most of the foreign trade of Country X.

B. Roads

Length totals about 8,900 miles, 2,900 miles of primary all-weather and 6,000 miles of secondary earth roads passable only in dry season. Most roads radiate from the capital and are moving an increasing amount of export goods to port-city E. The lack of an adequate road system and the high cost of rail transportation between the Capital and the main port in Country Z, and inadequate Country X port facilities, have hindered economic development, reduced export earnings, and hampered government administration. Potentially productive areas are totally without lines of communication.

There are currently registered 12,545 motor vehicles, all imported, including 8,460 autos, 3,756 trucks, 212 buses, and 117 motorcycles.

C. Airlines

The National Air Lines (state-operated) carries a considerable portion of internal trade inasmuch as many places are otherwise inaccessible or inadequately served by surface transportation. NAL also provides limited international services.

D. Harbors

The sole sea port of consequence in Country X, at city E, is currently being extensively expanded and modernized. Most maritime commerce is now handled through Country Z. The recently established merchant marine consists of 2 ships.

E. Electric Power

Present power production capacity of 37,000 KWH is totally inadequate for domestic consumption and for use in the increasing number of light industries processing agricultural commodities such as coffee, hides, and cotton. Shortages will be unrelieved until 1961 completion of the dam on River G with hydroelectric project which will double present production. There is large undeveloped hydroelectric potential.

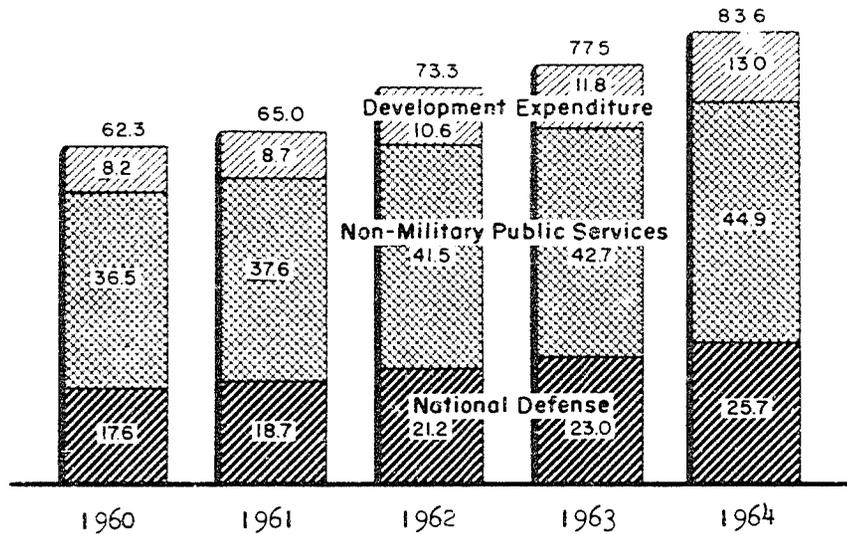
F. Manufacturing

Industrial activity is confined almost entirely to small scale processing of agricultural commodities, manufacture of a few items for local consumption, and cement and salt production. Sugar refining and production of cotton goods are expanding substantially. Manufacturing firms are generally operated by resident foreigners with some Country X ownership participation.

COUNTRY "X" TOTAL EXPENDITURES

Host Country Expenditures Rise 8% Per Year

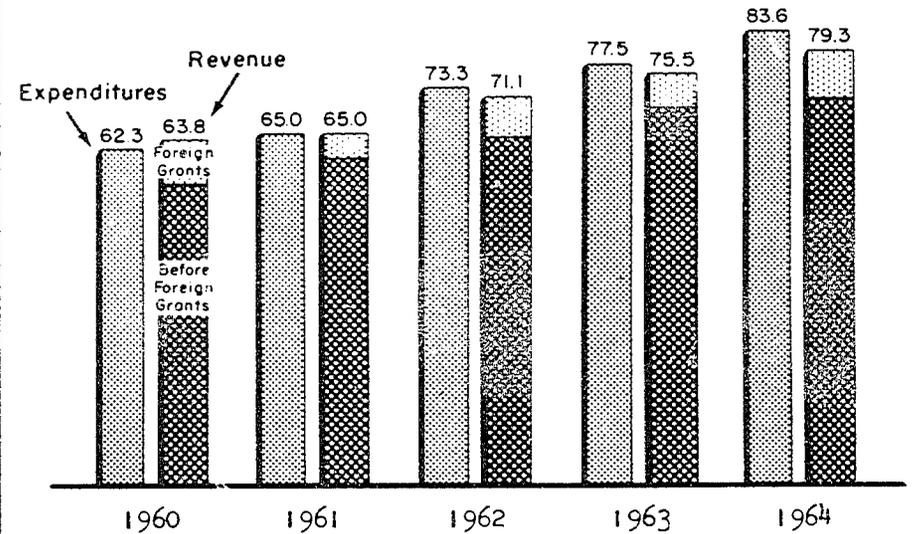
(In Millions of U.S. Dollars)



COUNTRY "X" CENTRAL GOVERNMENT FINANCES

Deficit Predicted After 1958

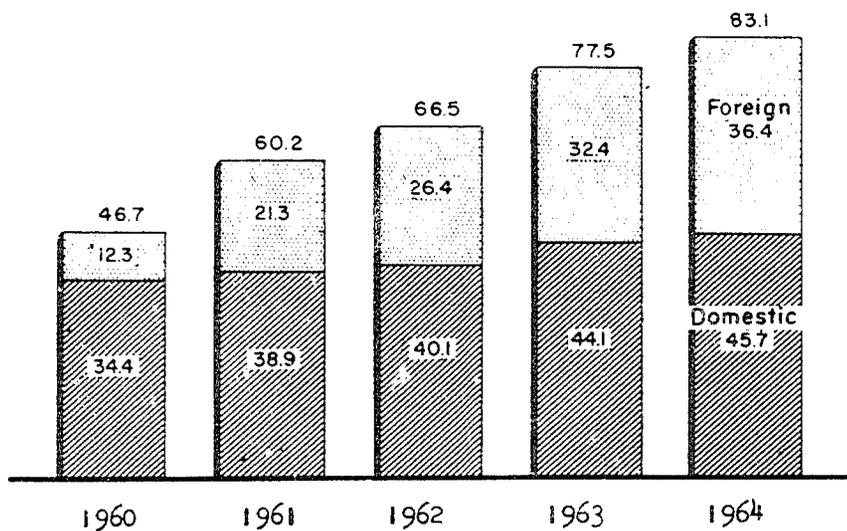
(In Millions of U.S. Dollars)



PROJECTED DEBT SERVICING OBLIGATION MAY HINDER ECONOMIC DEVELOPMENT

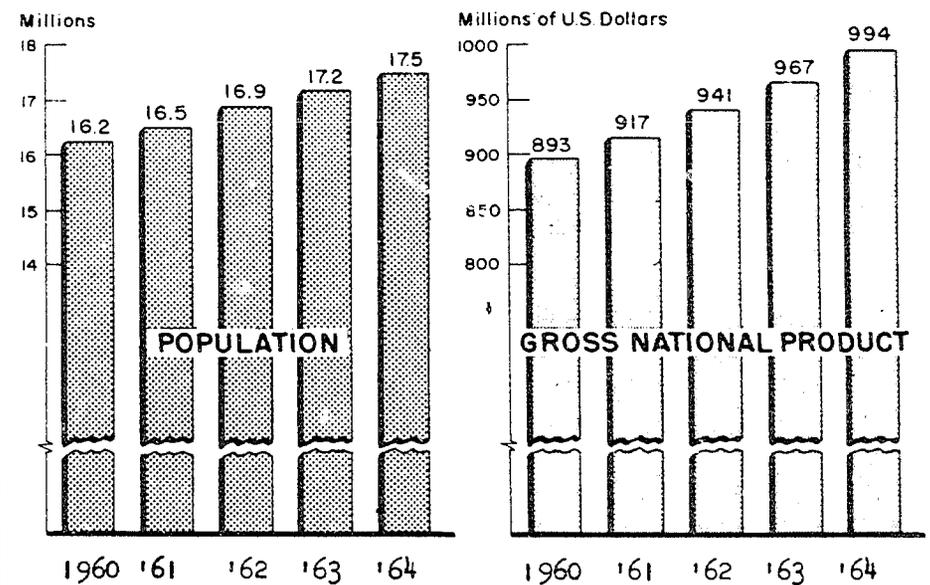
Gross Debt - Country "X"

(In Millions of U.S. Dollars)



POPULATION and GNP BOTH INCREASE 2-3% PER YEAR

Per Capita GNP Remains Static



A. Public Administration

Both day-to-day and long range planning in Country X are handicapped by the lack of effective and coordinated public administration. There is a great scarcity of trained and competent officials, remedied partially by the employment of foreign advisors. Many functions of government are performed inadequately; many are not performed at all and are not even recognized as necessary responsibilities of government. The government has virtually no contact with great numbers of the rural population and consequently lacks a broad base of support and has only limited influence. Particularly pressing problems are the absence of (a) modern budget and accounting systems; (b) a government-wide civil service system; (c) adequate national-provincial government relationships essential for the extension of government services to rural areas; (d) efficient organization and procedures in various agencies of the government; (f) basic resource data on natural resources, land and crop statistics, vital statistics, and other technical information on all aspects of the country's economy.

B. Central Government Finances

Projections for the period 1960-64 indicate that the central government finances will move from a position of surplus in 1960 to a deficit in 1961 and after. This trend is a consequence of a projected increase in ordinary, defense and capital expenditures which it is estimated will exceed anticipated increases in revenue. There will be cause for real concern over this trend after 1962 when the servicing of new and old international loans will reach a peak of nearly \$6.0 million along with continually stronger demand for more funds for regular operations and capital investment requirements. This servicing will probably absorb most of the central government's foreign exchange and any budgetary surpluses up to that time. It is therefore unlikely that the government will be in a position to take on any additional major hard currency obligations. Country X's fiscal position after 1964 is difficult to predict. There will, however, have to be a major expansion in sources of foreign exchange and domestic revenues and significant changes in the existing tax system if the government is to be able to assume new major obligations. Without this development, public lending institutions may be reluctant to provide additional capital financing.

	<u>1960</u>	<u>1961</u>	<u>1962</u>	<u>1963</u>	<u>1964</u>
1. <u>Revenue Total</u> (incl. foreign grants)	<u>63.8</u>	<u>65.0</u>	<u>71.1</u>	<u>75.5</u>	<u>79.3</u>
Total before foreign grants	55.8	60.0	64.1	69.5	72.2

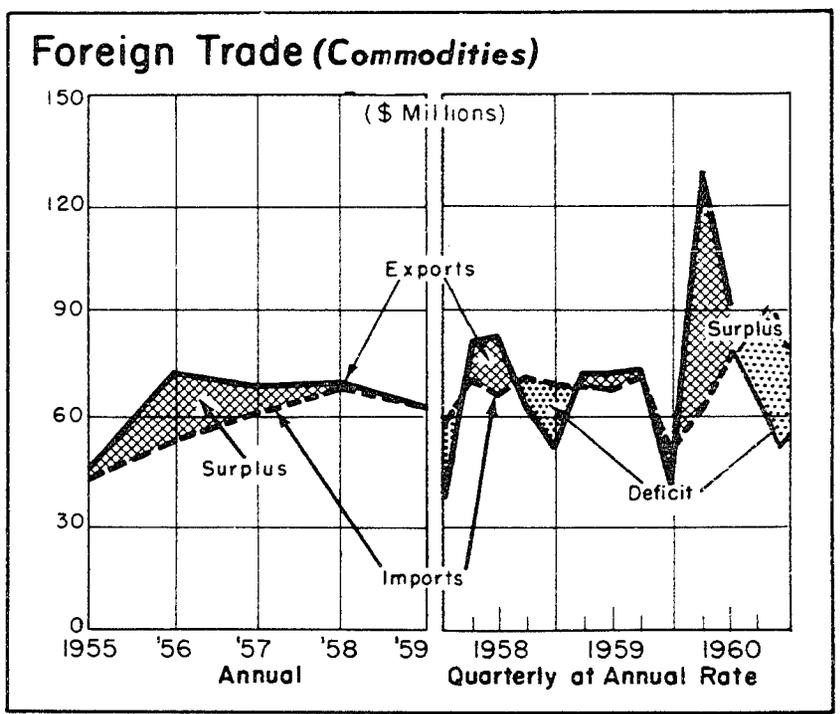
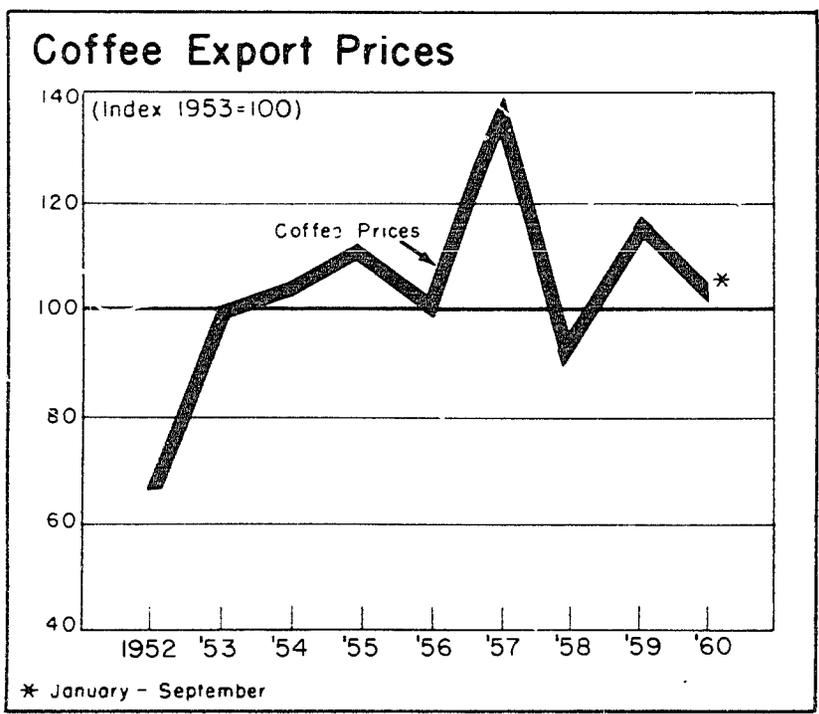
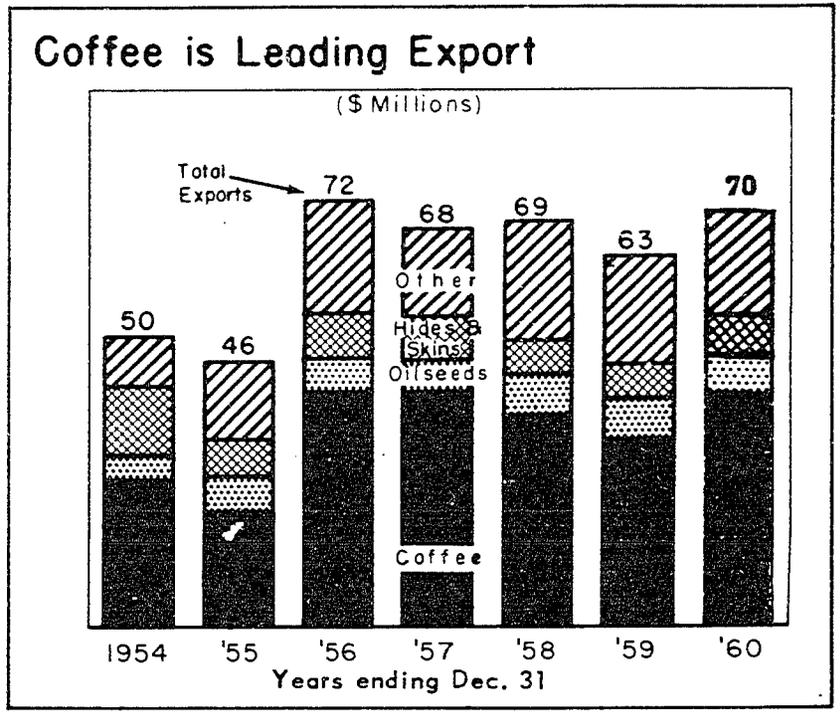
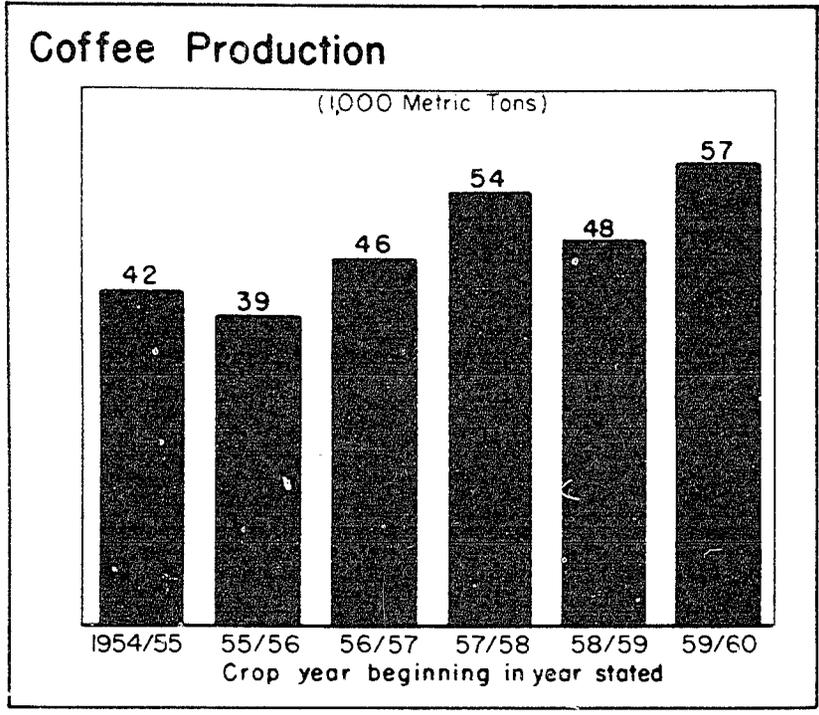
a) direct taxes	10.6	11.3	13.0	14.1	14.9
b) customs	25.6	27.0	27.5	28.6	29.5
c) monopoly profits (tobacco)	2.5	2.9	3.6	3.7	3.9
d) other indirect taxes	9.3	10.9	11.5	13.0	13.4
e) other revenue	7.8	7.9	8.5	10.1	10.5
Foreign Grants	8.0	5.0	7.0	6.0	7.1
2. <u>Expenditure Total</u> (incl. foreign grant financing)	<u>62.3</u>	<u>65.0</u>	<u>73.3</u>	<u>77.5</u>	<u>83.6</u>
a) national defense	17.6	18.7	21.2	23.0	25.7
b) education	10.0	10.5	11.0	11.2	12.0
c) interior and agriculture	16.5	17.6	18.7	18.7	19.7
d) public health	8.0	8.5	9.0	9.8	10.0
e) other current expenditure	2.0	2.0	2.8	3.0	3.2
f) development expenditure	8.2	8.7	10.6	11.8	13.0
3. <u>Surplus (+) or Deficit (-)</u>					
a) before foreign grants	-6.5	-5.0	-9.2	-8.0	-11.4
b) after foreign grants	+1.5	0	-2.2	-2.0	-4.3
4. <u>Net change in cash balances and other reserves</u>	-1.5	0	+2.2	+2.0	+4.3
5. <u>Gross Debt Outstanding</u>	<u>49.7</u>	<u>60.2</u>	<u>66.5</u>	<u>77.5</u>	<u>83.1</u>
a) domestic	37.4	38.9	40.1	44.1	45.7
b) foreign	12.3	21.3	26.4	32.4	36.4

C. Prospects for Foreign Private Investment

Foreign private investment, over the past five years, has averaged about \$4 million per year. At present there is little indication that there will be major increases, though requirements are considerable. Inordinately long and complex negotiations discourage potential investors. The Country X government is not yet convinced of the importance of investment capital to the country's development

VII. Gross National Product

The GNP is estimated at \$893 million or \$57 per capita in 1960. The projected rate of increase per capita is insignificant; \$60 is the 1966 estimate. The contribution of the industrial sector to the GNP is approximately 2% and, consequently, even if the rate of growth in this sector is very high, it can contribute only moderately to the GNP in the next six to ten years. It could, however, contribute a great deal to an increase in export earnings and to a savings in foreign exchange through decreases in imports of finished goods such as textiles. The building of roads into certain agricultural areas and the inauguration of an agricultural extension service could well serve to increase the



the GNP within the next few years above the currently assumed rate of 2-3% per annum. In the absence of unanticipated population pressures, there is little likelihood of the per capita GNP declining.

Per capita GNP figures in Country X tend to be misleading to the extent that wealth is maldistributed. Income varies from as low as \$25-30 per year for many tenant self-sufficient farmers to an average of \$900-1200 for the relatively few large land owners and upwards of \$2000 for the handful of commercial leaders.

VIII. Foreign Trade Pattern

Country X's foreign trade is characterized by export of agricultural commodities in exchange for manufactured goods. In recent years, the relative importance of textile imports has declined in favor of the transportation (vehicles, rubber, and oil) and metal and machinery sectors. Coffee accounts for about 55% of the total value of exports, oilseeds 10%, and hides and skins 10%. Livestock and meat exports have been increasing in importance. Improved highway transportation has played an important role in stimulating exports, especially of coffee and oilseeds. Imports consist chiefly of textiles, 30%; petroleum, 10%; machinery 10%; motor vehicles and parts, 8%; metals and manufactures, 8%. With the expansion of cotton textiles, manufacturing, and sugar refining in recent years, the volume of imports of these commodities has been declining.

<u>COMMODITY</u>	<u>EXPORTS</u>		<u>IMPORTS</u>	
	<u>Amount</u> (millions)	<u>% of Total</u>	<u>Amount</u>	<u>% of Total</u>
<u>GRAND TOTAL</u>	70.4	100	63.6	100
Coffee	38.7	55	-	-
Oilseeds	7.0	10	-	-
Hides, Skins	7.0	10	-	-
Livestock, Meat	3.6	5	-	-
Cereals	2.4	3	-	-
Textiles	-	-	19.1	30
Raw Cotton	-	-	3.0	5
Petroleum Products	-	-	6.4	10
Motor Vehicles	-	-	3.3	5
Metal, Manufactures	-	-	4.0	7
Machinery	-	-	7.0	11
Light Consumer Goods	-	-	12.5	21
Other Commodities	11.4	17	8.3	11

Country X's favorable balance of trade for commodities is more than offset by services which the government and privileged nationals purchase from foreign sources. As the economic development program accelerates, an increased demand for capital goods imports can be expected along with concurrent greater need for foreign exchange (i.e. increased exports).

DEFINITION OF TECHNICAL COOPERATION PROGRAMSMUTUAL SECURITY ACT OF 1954, AS AMENDEDTITLE III -- TECHNICAL COOPERATION

Sec. 301. Declaration of Purpose - It is the policy of the United States and the purpose of this title to aid the efforts of the peoples of economically underdeveloped areas to develop their resources and improve their working and living conditions by encouraging the exchange of technical knowledge and skills and the flow of investment capital to countries which provide conditions under which such technical assistance and capital can effectively and constructively contribute to raising standards of living, creating new sources of wealth, increasing productivity and expanding purchasing power.

Sec. 302. General Authority and Definition - The President is authorized to furnish assistance in accordance with the provisions of this title through bilateral technical cooperation programs. As used in this title, the term "technical cooperation programs" means programs for the international interchange of technical knowledge and skills designed to contribute primarily to the balanced and integrated development of the economic resources and productive capacities of economically underdeveloped areas. Such activities shall be limited to economic, engineering, medical, educational, labor, agricultural, forestry, fishery, mineral, and fiscal surveys, demonstration, training, and similar projects that serve the purpose of promoting the development of economic resources; productive capacities, and trade of economically underdeveloped areas, and training in public administration. The term "technical cooperation programs" does not include such activities authorized by the United States Information and Educational Exchange Act of 1948 (62 Stat. 6) as are not primarily related to economic development, nor activities undertaken now or hereafter pursuant to the International Aviation Facilities Act (62 Stat. 450), nor activities undertaken now or hereafter in the administration of areas occupied by the United States Armed Forces.

ANALYSIS OF THE MUTUAL SECURITY ACT OF 1954, AS AMENDEDTITLE III -- TECHNICAL COOPERATION

Sec. 302. General Authority and Definition. This section provides the basic authority for carrying on technical cooperation programs. It also defines the allowable scope of such programs. This definition is based on Sec. 418 (a) of the AID, with one significant change. Whereas the old definition stated that technical cooperation "may include, but shall not be limited to" a defined range of activities, the revised definition prescribes that technical cooperation "shall be limited to" the specified range of activities.

Under the revised definition, technical cooperation is limited to surveys, demonstration and training in the enumerated fields, and similar projects that serve the purpose of "promoting the development of economic resources, productive capacities, and trade". Activities which consist of surveys demonstration, training or similar forms of activity and which serve the purposes quoted in the preceding sentence are authorized under Sec. 302 without regard to whether the specific field heading under which ICA may classify them (e.g., transportation, housing, industry) is listed in that section.

The legislative history provides a guide for shaping the program within the range of activities authorized under Sec. 302. As expressed in the House Foreign Affairs Committee Report, the Congressional objective in revising the definition of technical cooperation was to direct the program toward "basic projects" and away from "marginal activities" in "peripheral fields". In part, the purpose seems to be closely related to that of Sec. 305 -- to prevent a trend toward projects which involve large-scale use of ICA-financed commodities in the technical cooperation program, and to center the program on those types and fields of activity where the furnishing of technical experts and know-how, with the use of ICA-financed commodities on a modest scale for demonstration and training, can make the most direct and effective contribution to the economic development of the cooperating country. Beyond the question of the scale of commodity use in the program, Congress expressed an intention that the program should concentrate its efforts in fields most basic to the economic development needs of the cooperating country. While Congress mentioned the fields of agriculture, health and education with approbation, it did not expressly disapprove any particular fields. (In this connection, it should be noted that labor and training in public administration, which were not enumerated in old AID definition, are included in the fields specifically mentioned in Sec. 302.)

Sec. 305. Limitation on Use of Funds. This is a new section which specifies that equipment and commodities may be furnished in the technical cooperation program only where necessary for instruction or demonstration purposes. While this section expresses a policy which, from the start, has been a guide to the administration of the technical cooperation program, the insertion of this section in the Act reflects Congressional concern with the manner in which this policy has been carried out in some cases in the past, and a determination to assure its consistent enforcement in the future.

More specifically, the Congressional purpose underlying this section was to assure that technical cooperation preserves its character as a program for the interchange of technical knowledge and skills through the assignment of U.S. technicians abroad and the furnishing of training to local peoples by other means, and to prevent any tendency for the program to become one for meeting the commodity needs of other nations. Congress rejected a proposal designed to accomplish this purpose which would have set a fixed ceiling on the proportion of technical cooperation funds which could be spent on commodities. Instead, Congress adopted the standard set forth in Sec. 305, the thinking being that this would accomplish the desired purpose and still permit the furnishing of commodities required for demonstration and instruction in order to make effective the work of technicians and other training and demonstration activities. The following passage from the House Foreign Affairs Committee report provides one indication of what Congress means by equipment for demonstration and instruction: "Demonstration equipment is not construed to mean equipment that in effect represents capital investment. Should the program call for tubewell construction, for example, the Committee's position is that a few in each province or district needing irrigation constitutes an adequate number. Any additional units that may be desired should not be provided as part of the technical cooperation program".

SEMINAR ON PROGRAM PLANNING

Discussion Group Instructions

After the opening discussion by the entire seminar, the orientation group, will break up into 4 discussion groups, each assigned a major Country X problem for consideration. Groups will meet separately under the chairmanship of an appointed spokesman.

The groups should next establish program goals for the solution of their problem based on the Country X fact sheet, the Role of the ICA Program, and information given in the lecture ICA Program Methods.

All groups will be supplied with a Form C upon which to enter program goals. This form is similar to those used by all USOMs when submitting the annual Country Program Book.

Upon reconvening, each group spokesman will present to the entire seminar the conclusions reached by his group together with a defense of the recommendations.

SEMINAR ON PROGRAM DEVELOPMENT
TECHNICAL SERVICE DIVISION INSTRUCTIONS

The recently established USOM to Country X has been directed to formulate its second year program for submission to ICA/W. Last year the country program consisted largely of some surveys and training. Each Technical Division will be responsible for recommending the number and type of projects within its field of activity.

The development of a program of technical cooperation projects should take into account the following:

1. Definition of "Technical Cooperation", in Annex C
2. Basic country facts outlined in Annex B;
3. USOM Program Division Instructions for the Guidance of the Technical Divisions outlined in Annex H;
4. Other development assistance sources as set forth in Annex F; and
5. Project review factors suggested in Annex G of the text.

Each seminar participant should review the material listed above prior to the Program Development Seminar on Monday evening.

On the evening of the seminar, following introductory remarks by the USOM Director, each Technical Division will develop its respective Division program. The pre-selected Division Chief will act as spokesman for the group. A Project Work Sheet will be distributed. Using this sheet, the group should:

1. Review the ROLE OF THE ICA PROGRAM, the two major PROBLEMS facing this role, and the established PROGRAM GOALS.
2. Determine which PROBLEMS (column A) are relevant to its field of activity (e.g., inadequate transportation facilities are relevant to industry and transportation).
3. Assign PRIORITIES for the elimination of these problems which : (a) have a predictable effect on the Program Goals, and (b) conform to the Program Division Instructions.

4. Determine the best PROJECTS (column B) with which to attack the priority problem components. (Note: the Division may add different projects or increase the dollar amounts of the projects listed, but may not decrease the sums listed.)
5. Indicate in column D the PROBLEMS addressed by the specific project selected (A, B, C, etc.)
6. Total the dollar amounts for each project in column E to get the Division's BUDGET PROPOSAL.

DEVELOPMENT AID FROM COOPERATING COUNTRY AND OTHER SOURCES1. Highway Development

IBRD loans totaling \$25 million have been made available to meet foreign exchange costs for the highway development program. To this has been added a Central Government investment equivalent of \$42 million to cover the local currency needs of the long term program. For the past five years the program has concentrated on the rehabilitation and maintenance of about 2,900 miles of existing all-weather roads. Highway traffic has increased 50%, and road and rail freight rates have dropped somewhat. The second phase of the highway development program provides for extending the all-weather road network to 3,600 miles. It has been estimated that these new roads will make it possible to increase the production of cash crops by an amount equivalent to \$25 million annually in areas hitherto inaccessible to markets. Whether or not these results can be achieved will depend upon the completion of current plans and upon provision for farmer relocation and concurrent development of improved farm techniques. The Highway Authority is planning a third phase of highway development to commence in 1964. Plans and estimates are very sketchy, but it is thought that there will be need for additional external loans at that time.

2. Civil Aviation

A \$24 million loan from the Export-Import Bank will be used to finance construction of new airfields and for the purchase of new air and ground equipment.

3. Port Development

In 1958 the Country X government awarded a contract to a Dutch firm for construction of modern docking facilities at port city E. The cost of this project is \$10 million, half to be financed by the contractor. A loan to cover the remainder is being negotiated with the Development Loan Fund.

4. Telecommunications

The IBRD and Country X are negotiating a \$2 million loan for further development of the telecommunications system. This is tentative and approach may be made later to the DLF.

5. Hydroelectric Power

Under an agreement with West Germany Country X is to receive a loan of \$15 million to finance a dam and hydroelectric power plant some 150 miles from the capital on River G. Scheduled for completion in 1962, this plant is designed to double the total KWH capacity of present facilities. Given anticipated increase in light industrial activity, however, there will still be a critical power shortage when this project is completed. The Soviet Union has made vague offers to Country X for assisting in further development of hydroelectric potential.

6. Sugar

The Swiss firm which produces all of Country X's sugar has under consideration construction of a second factory to be financed by private capital.

7. Textiles

A fourth cotton textiles mill costing about \$2.4 million is under construction, with 60% of the capital provided by the central government, 10% by a Yugoslav firm, and 30% by a public issue. This factory will have an annual capacity of 12 million yards of cloth and will make Country X self-sufficient for about one-fifth of its cotton textile requirements. The significance of this is seen in the fact that cotton textiles are the country's largest import item.

8. Health

The World Health Organization has a limited program in Country X consisting at present of Public Health Advisory Services to the Ministry of Public Health and Tuberculosis Demonstration Center.

9. Education

UNESCO has three technicians in Country X, two operating a teacher training center in the capital and one working on science and mathematics textbooks. The Center provides an 18-month training course, designed to produce community teachers to fill partially the gap while qualified teachers are being trained.

Project Review FactorsGeneral Social and Cultural Factors

Need - and extent of awareness of need
 Type of sponsorship and category of beneficiaries
 Multiplier value and demonstration possibilities
 Participation - private citizens or local government or central government
 Cultural acceptability - impact on social system

Technical Factors

Raw materials - source, cost, quality
 Power - availability, cost, dependability
 Equipment - cost, adequacy, appropriateness
 Speed of installation and initiation of production
 Output - cost, quality, usefulness

Economic and Financial Factors

Cost vs. results - short and long-range
 Displacement of local production
 Sharing of costs - duration of U.S. aid
 Cost contribution by beneficiaries (if feasible)
 Balance of trade and payments effects
 Feasibility of development by private investment

Personnel and Administrative Factors

Production management skills
 Operational skills
 Distribution skills
 Maintenance skills
 On-the-job training
 Training in U.S.
 Role of U.S. Technicians
 Previous country experience of similar sort

Plus Relation to -

U.S. Objectives, Program Goals, and to other projects
 Cooperating Country Objectives and Plans

USOM PROGRAM DIVISION INSTRUCTIONS
FOR THE GUIDANCE OF THE TECHNICAL DIVISIONS

USOM/X is to develop an integrated two-million dollar technical cooperation program for the coming fiscal year.

I. U.S. Interests and Policy Objectives

U.S. interests in Country X stem from the present determination of Country X to support the free world in its conflict with the Soviet Bloc. Country X is surrounded by neutralist nations. It is to the benefit and advantage of the U.S. to prove that Country X can maintain its support of free world ideals while developing and maintaining an independent and stable government enjoying popular support and possessing economic integrity.

II. Role of the ICA Program

The Role of the ICA Program in Country X therefore will be to:

1. Assist the Government of X in achieving stability, widespread popular support, and economic strength;
2. Assist in reducing communist appeal in Country X by helping the Government meet the growing demands for a higher standard of living and a country-wide public services program; and
3. Assist in reducing Communist influence and appeal in the region through making Country X a prosperous, democratically oriented nation.

III. Problems

Two fundamental problems must be eliminated if the Role of the ICA Program is to be achieved.

1. A subsistence-level economy resulting in low income per capita savings; and
2. The isolation of the rural areas resulting in a lack of two-way communication with and support for the central government.

IV. Program Goals

Two program goals have been established in order to eliminate or reduce the above problems. These goals are:

1. To increase per capita farm income by 40% by 1965; and to increase industrial production in consumption and over light industries by 25%; and
2. To expand governmental services and communications to rural areas so that by 1965 minimal health, education and agricultural extension facilities are provided in each province.

V. USOM Program Office Guidelines

The following Program Office guidelines are to be followed by the Technical Divisions in developing programs in their respective fields.

The Agricultural Division

Agriculture projects are to be directed toward:

1. Increasing the export value of the agricultural products of Country X by at least 10% by 1965;
2. Improving agricultural production methods to bring about an increase in per capita farm income of 40% by 1965;
3. Assisting the Government of X to provide needed agricultural extension services in outlying rural areas.

The Education and Community Development Division

The Education and Community Development Division is to further the established Program Goals by developing projects which:

1. Raise the literacy rate to 25% by 1965;
2. Double the number of teachers being graduated each year by 1965;
3. Develop village councils in all rural villages with a population of 500 or more by 1965; and
4. Assist the Government of X to expand village-level services in the fields of cooperative industry, sanitation and education.

The Industry and Transportation Division

The Industry and Transportation Division is to develop projects which will contribute directly to the attainment of both Program Goals. These projects are to:

1. Enable Country X to process domestically at least 50% of its export crops by 1965;
2. Equip country nationals for a greater participation in local manufacturing enterprises;

3. Assist the Government of X to plan the construction of all-weather roads connecting producing areas with marketing outlets; and
4. Encourage and assist the Government of X to develop plans for the construction of 4000 miles of "feeder" roads by 1962.

The Public Administration and Health Division

The two elements of this Division have distinct responsibilities. In the field of public administration the Division should work directly with the Central government and provincial governments, to:

1. Prepare a plan by the end of this fiscal year for reorganizing the central and provincial governments of X to enable them to perform needed services in an effective manner;
2. Assist the Government of X to establish up-to-date budget and accounting systems; and
3. Improve administrative communication between the central and provincial governments.

In the field of health, the Division should develop its projects to assist the other technical divisions to carry out their programs. Therefore, the Division should develop health programs to:

1. Help insure the success of industrial expansion and training programs;
2. Assist in establishing minimal government health facilities in major agricultural producing areas by 1962;
3. Increase the number of indigenous doctors, nurses and trained medical technicians by 25% by 1970; and
4. Start an attack on the most serious recognized health problems of Country X.

III PROJECT TYPE ASSISTANCE

OUTLINE OF LECTURE ON PROJECT-TYPE ASSISTANCE

A. Introduction

1. The two types of ICA activity: (a) project, and (b) non-project type assistance.
2. How projects fit into the Greenprint analysis: i.e., relation to U.S. Interests, Objectives, Program Goals, Problems, and Activity Targets.
3. Differences between project and non-project type assistance: (a) magnitude, and (b) purpose.

B. Characteristics of a Good Project

1. Addresses a specific Problem.
2. Is mutually planned and agreed upon, and involves gradually increasing participation on the part of the cooperating country.
3. Contains a specific termination date.
4. Leaves behind an institutional residuum after ICA participation has been phased out.
5. Based on a thorough, well thought-out, and phased work plan.
6. Contains realistic targets (e.g., establishment of three normal schools over a period of five years).
7. Considers the resources necessary and available to carry out the project (U.S. dollars, U.S. personnel, cooperating country capabilities).

C. Advantages of the Project System

1. Forms a superior technique for introducing lasting improvements to a country's institutions through mutual effort and resources.
2. Provides a convenient means of measuring quantitative and qualitative progress toward stated program goals.
3. Conforms to the policy of mutuality of interest and participation which governs the Mutual Security Program.

4. Assists the Missions and ICA/W in the formulation of yearly budget presentations.
5. Permits the desired amount of ICA administrative and technical control during project implementation.

D. Examples of Some Good and Bad Projects

1. The international investment conference in Iran.
2. The rug-weaving school in Ecuador.

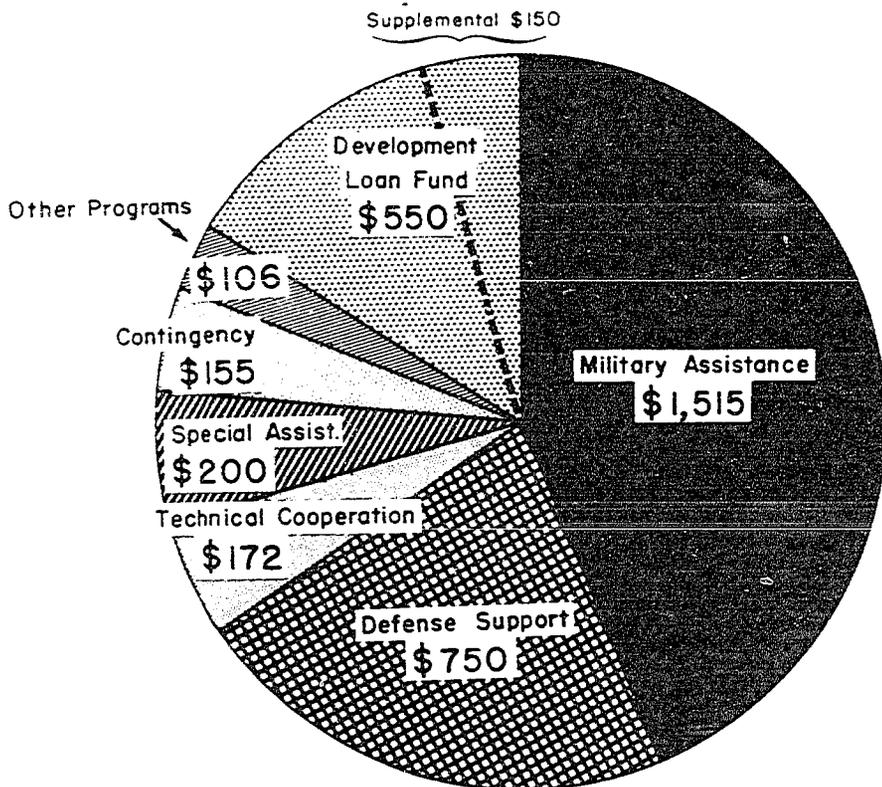
E. Documents and the Technician: General Sequence

1. Preliminary discussions with cooperating country officials.
2. Formulation of the expanded E-1 forms and submission of the Country Program Book (pages 49-54).
3. Formulation of the Project Work Plan (PWP) in the Mission (pages 71-83).
4. Project review and approval in Washington.
5. The Project Agreement (PROAG) and the obligation of funds for contracts, commodities, and other costs (pages 54-58).
6. Other forms:
 - a. PIO/P: Used to order participant training (page 60); value of Bio-Data Form (pages 62-63); how the USOM Training Officer helps; factors to remember in selecting participants; who uses these forms in ICA/W; growth of third country training.
 - b. SPAR: How SPARs (page 69) are used to revise Staffing Patterns (page 70); help given by USOM Executive Officer; how ICA/W acts on SPARs and Staffing Patterns; avoiding delays in recruitment; significance of technicians to projects.
 - c. PIO/C: Used for project procurement (page 59); part played by USOM Supply Advisor; discussion of ICA's procurement policy; ICA/W review of PIO/Cs; alternate channels of procurement.
 - d. PIO/T: Used for contracting (page 64-68); ICA/W action on negotiating contracts; university contracts.

SUMMARY OF MUTUAL SECURITY APPROPRIATIONS

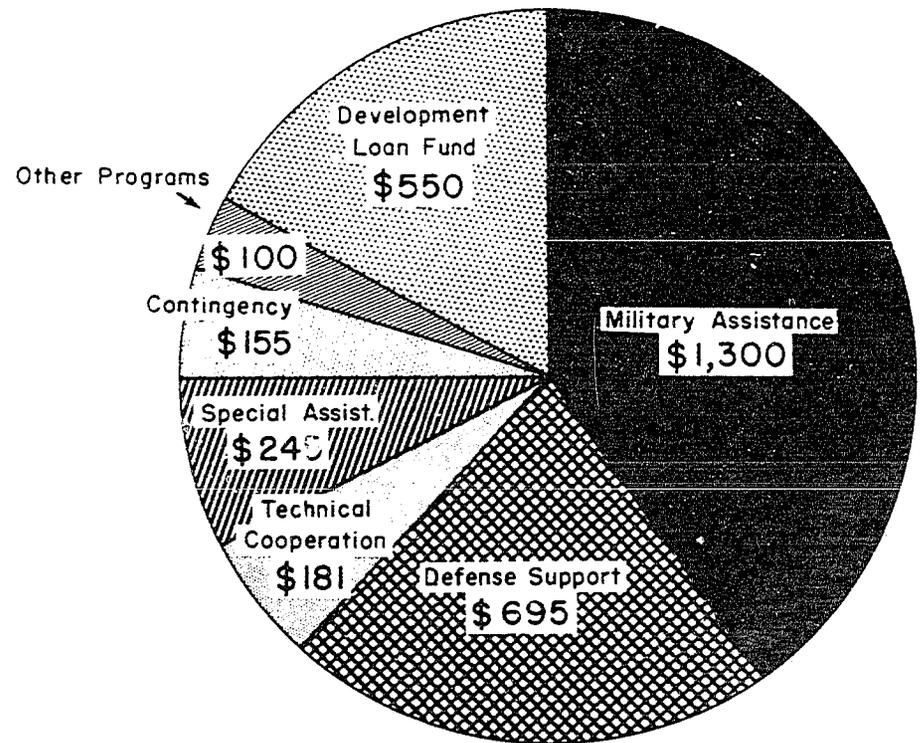
(\$ Millions)

FY 1959 APPROPRIATION



Total ... \$3,448* Million

FY 1960 APPROPRIATION



Total ... \$3,226 Million

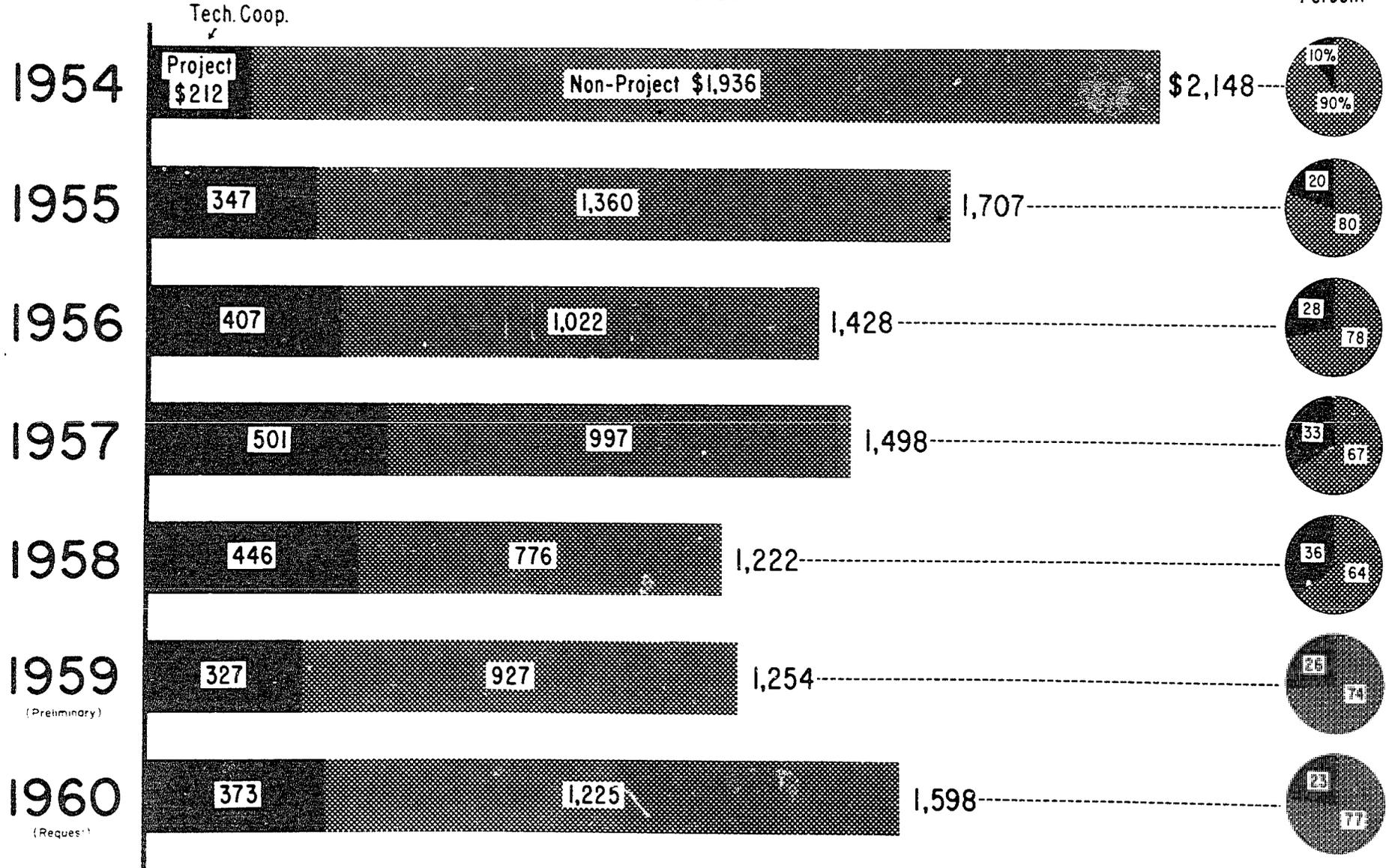
* Includes FY 1959 supplemental appropriation of \$150 million for DLF.

ICA ASSISTANCE BY TYPE OF PROGRAM

Fiscal Years

(Millions of Dollars)

Percent



ICA net obligations (including prior year's funds) Excludes DLF and allocations to other agencies.

PROJECT TYPE ASSISTANCE

ICA FINANCING OF **AN ACTIVITY**

DESIGNED TO ATTAIN A SPECIFIC, LIMITED, AND DEFINED **OBJECTIVE, MUTUALLY**
DEVELOPED OR **AGREED** UPON BY **ICA** AND THE **COOPERATING**
COUNTRY, AND WHICH REQUIRES **ICA TECHNICAL PARTICIPATION**

THROUGH ADVICE AND ASSISTANCE IN THE PLANNING AND IMPLEMENTATION OF THE ACTIVITY.

IN ADDITION:

THE **SEQUENCE** OF **ACTIONS** AND **REQUIREMENTS**

NECESSARY FOR IMPLEMENTATION CAN BE DETERMINED IN REASONABLE DETAIL AT THE TIME OF
DEVELOPMENT OF THE PROJECT PLAN.

ILLUSTRATIVE SAMPLE

1	(A) Function of Funds	Dollar Obligations (\$1,000)							L.C. Commitments or Obligations					(C) Other External Financing	Numbers of People											
		(1) Total	(2) U.S. Technicians	(3) Non-Contract Participants	(4) Contract Services	(5) Com-modities	(6) Other Costs	(7) Contrib-utions to Cooperative Service	(1) U.S. Owned MSP	(2) PL 480 and Other	(3) MSP Counter-part	(4) Total U.S. Owned or Controlled L.C.	(5) Cooperating Country		(1) Technicians Authorized	(2) Participants										
PROJECT BEGINS FY 58 ENDS FY 61																										
A. All Prior Years	TC	15.0			15.0																					
B. Net Deob.-Reob. Current Funds	TC	330.7	30.7	10.0	15.0	257.0	0.7																			
Total Actual Year FY 1959	TC	330.7	30.7	10.0	15.0	269.0	0.7	30.0	-	10.0	40.0	38.0	50.0													
C. Operational Year FY 1960	TC	31.0	30.0	-	-	-	1.0	75.0	30.5	12.1	125.6	57.4	207.0													
D. Budget Year FY 1961	TC	00.0	00.0	-	-	-	0.9	-	-	0.4	0.0	110.1	5.0													
E. All Subsequent Years	-	-																								
F. Total All Years		407.0	90.7	10.0	15.0	269.0	0.7	30.0	30.5	12.1	125.6	57.4	207.0													
2	FY Source of Funds	Function of Funds	(A) Total All Prior			(B) Actual Year FY 59							(C) Operational Year FY 60													
			(1) Cumulative Expenditures 6/30/58	(2) Un-Sub-Obligated 6/30/58	(3) Unliquidated Obligations 6/30/58	(1) Actual Obligations During FY	(2) Total Available for Sub-Oblig.	(3) Sub-Obligated in FY	(4) Un-Sub-Obligated 6/30/59	(5) Total Available for Expenditure	(6) Actual Expenditure in FY 59	(7) Unliquidated Obligations 6/30/59	(1) Estimated Obligations in FY 60	(2) Total Available For Expenditure	(3) Estimated Expenditures in FY 60	(4) Unliquidated Obligations 6/30/60										
Doll- Obliga- tion and Expend- iture	All Prior Years	TC	-	-	15.0	-	-	-	-	15.0	15.0	-														
	Actual Year FY 1959	TC				330.7	330.7	330.7	-	330.7	30.7	300.0		300.0	295.0	5.0										
	Operational Year FY 1960	TC											31.0	31.0	31.0	-										
	TOTAL	TC	-	-	15.0	330.7	330.7	330.7	-	345.7	45.7	300.0	31.0	331.0	326.0	5.0										
Problems Addressed:		Insufficient agricultural production. Under-developed light industry. High incidence of communicable diseases in urban areas.																								
PAGE OF PAGES			SECURITY CLASSIFICATION UNCLASSIFIED										SHEET 1 OF 5 SHEETS TO THIS PROJECT													

E-1	FORM ICA 10-120 (6-59) Continuation Sheet	DATE PREPARED	<input checked="" type="checkbox"/> ORIGINAL	SECURITY CLASSIFICATION Unclassified	COOPERATING COUNTRY Country "X"	XX-13-100	E-1
		October 1, 1959	<input type="checkbox"/> REVISION NO.	COUNTRY ECONOMIC PROGRAM		Capital City Milk Production Scheme	

1. General Description of the Project

This project is a pilot scheme to demonstrate in the Capital City the establishment of a modern milk processing, distribution and marketing system. As such it will be the first of a series of such schemes planned by the GOX for major urban centers as part of its Second Five Year Plan.

The principal long term goal of the Capital City Milk Production Scheme is to assist in bringing the cost of both cows' and "toned" milk within the price range required for mass consumption and indirectly provide an outlet for dried skim milk from surplus countries.

The greater Capital City area includes a population of over six million people. Against a limited milk consumption of about 500,000 pounds per day, of which only 10 percent is pasteurized, almost 80% is produced in the city itself under conditions inimical to health, and using unsound economic and technical methods of production and distribution. The milk supply comes from the suburbs through independent suppliers.

In July 1958, the USOM undertook a study of the milk situation to prepare an integrated production and distribution system with a view to possible dove-tailing of the interests of Country "X" for increased milk consumption with those of the surplus countries seeking a market for dried skim milk. Consultations have been held with representatives of Australia, Canada, New Zealand and the Netherlands in this connection. The survey report was presented to the GOX in January, 1959 and the project is a partial implementation of that report.

The Capital City Milk Production Scheme as developed with the GOX, includes five major aspects:

- a. Establishment of a milk pasteurization and processing

plant in the Capital City, having a capacity of 500,000 pounds.

- b. Establishment of a 6000 acre Government fodder farm.
c. Establishment of housing facilities at Haring for 28,000 milk animals, calves, and owners.
d. Movement of 28,000 cattle from Capital City suburbs to Haring.
e. Establishment of distribution and marketing facilities for dairy plant production.

2. Specific Activity Targets or End Results of the Project

- a. To provide 500,000 lbs. of pasteurized fluid milk daily for sale in the Capital City by July, 1961.
b. To reduce the retail price of milk 50 percent by January, 1961 to 10 durals (\$0.10) per quart.

3. Progress toward Achievement of Activity Targets

a. Work Accomplished to Date

The survey has been completed, the project plan agreed to by the GOX, and two-thirds of the work has been completed in establishing the fodder farm, the dairy plant, and housing and stabling facilities for 28,000 cattle.

b. Work Remaining to be Done

Installation of equipment in the dairy plant is being completed and distribution equipment, trucks, etc. are

PAGE	OF	PAGES	SECURITY CLASSIFICATION	SHEET 2 OF 5 SHEETS TO THIS
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E-1	FORM ICA 10-120 (6-59) Continuation Sheet	DATE PREPARED	<input checked="" type="checkbox"/> ORIGINAL	SECURITY CLASSIFICATION Unclassified	COOPERATING COUNTRY Country "X"	XX-13-100	E-1
		October 1, 1959	<input type="checkbox"/> REVISION NO.	COUNTRY ECONOMIC PROGRAM	Capital City Milk Production Scheme		

scheduled to arrive shortly and will have to be integrated into the system. Technicians and labor for the dairy plant and fodder farm will have to be recruited and trained. Arrangements for selection, movement, and reception of 28,000 cattle and owners will have to be made, and 500 sales points selected and organized in the Capital City as marketing outlets. Training will have to be provided to approximately 100 workers in the distribution system.

c. Progress toward Achievement of Progress Targets

The production of milk under the scheme has not yet begun.

d. Nature of the U.S. Contribution

a. Previous Fiscal Years

In FY 1959 and 1960, the U.S. contributed a Dairy Systems Specialist to develop the over-all scheme, a Livestock Adviser and a Dairy Equipment Consultant to advise on development of the fodder farm and plan the dairy equipment layout. The technicians responsible for direction of the dairy plant have been sent to the U.S. for six months' observation of methods of production in medium sized U.S. dairies. Testing equipment, for the dairy and some production and distribution equipment have been provided, e.g. 20 flat trucks, motorized conveyor system, etc.

In addition, grants of U.S. owned Section 402 and PL 480, Title I local currency were provided to construct the buildings for the Capital City Dairy Plant.

b. Budget Year

In FY 1961, the USOM will provide the continued services of the Dairy Systems Specialist and for 9 months the Farm Management Adviser. The Dairy Production and Packaging Equipment Adviser will be provided as a contract service for four months of the year (no new obligation of funds required). The services of driver/interpreters for the U.S. direct hire technicians will be continued.

Technicians

Dairy Adviser, 1260.08 (Dairy Systems Specialist) Position No. 103. FSR-3. Chief Project Adviser responsible for overseeing development of pilot milk production scheme demonstrating methods of milk production, distribution, and marketing, 12 months. \$15,000.

Livestock Adviser, 1290.16 (Dairy Farm Management Specialist). Position No. 104. FSR-4. To advise on operations of fodder farm and train staff in farm management duties. 9 months. \$12,000.

Other Costs

2 driver/interpreters for U.S. direct hire technicians. \$900.

c. Future Fiscal Years

There will be no future fiscal year contributions to the project.

PAGE	OF	PAGES	SECURITY CLASSIFICATION	SHEET 3 OF 5 SHEETS TO THIS
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E-1	FORM ICA 10-120 (6-59) Continuation Sheet	DATE PREPARED October 1, 1959	<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.	SECURITY CLASSIFICATION Unclassified COUNTRY ECONOMIC PROGRAM	COOPERATING COUNTRY Country "X"	XY-13-100 Capital City Milk Production Scheme	E-1
<p>5. <u>Nature of Cooperating Country Contribution</u></p> <p>The GOX has purchased the site for the dairy plant, fodder farm, and housing and stabling facilities with national revenue, and constructed the housing and stabling facilities with counterpart. It cleared and leveled land at the fodder farm and erected storage facilities with national revenue</p> <p>In FY 1961, the GOX will:</p> <p>Recruit technicians and labor for operation of the dairy plant with national revenue. \$D6,000,000 (durals)</p> <p>Undertake training program for milk processing and handling technicians with counterpart. \$D40,000 (durals)</p> <p>Recruit and train labor staff (50 persons) for fodder farm with national revenue. \$D210,000 (durals)</p> <p>Recruit and train approximately 100 persons for distribution system to move milk from dairy plant to sales points with national revenue. \$D4,800,000 (durals)</p> <p>This will complete the GOX contributions to the project. Prior the end of December, 1961 the scheme should be self-supporting.</p>		<p>The Netherlands also has undertaken to provide a Milk Reconstitution Specialist for 16 months beginning October, 1959 to advise on toning of dry skim and cows' milk.</p> <p>In FY 1960, Australia, New Zealand, Canada, and the Netherlands are each providing a grant of \$50,000 worth of dried skim milk for processing by the plant.</p>		<p>7. <u>Financial Considerations</u></p> <p>The U.S. contribution for FY 1961 of \$27,900 terminates the U.S. contribution to the project.</p> <p>The GOX contributions for FY 1961 are \$D40,000 from counterpart and \$D11,050,000 from national revenue. The entire GOX budget for this project has been allocated in the current Five Year Development Plan. The project has a high priority in the Development Plan and the Minister of Planning and Development has provided written assurance that funds will be made available on schedule.</p> <p>Annual recurring costs for labor, maintenance, replacement and operating supplies will not be a call in the GOX budget since by December, 1960 the project will be self-supporting and showing a profit.</p>			
<p>6. <u>Contribution from Other Sources and Relationship to Other Projects</u></p> <p>a. <u>Other Sources</u></p> <p>The Netherlands technical assistance program has provided all essential milk reconstitution, pasteurization, and homogenization equipment for the operation of the dairy plus 5 refrigeration machines and 2 boilers. Total value \$50,000.</p>		SECURITY CLASSIFICATION		SHEET 4 OF 5 SHEETS TO THIS			

E-1	FORM ICA 10-120 (6-59) Continuation Sheet	DATE PREPARED October 1, 1959	<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.	SECURITY CLASSIFICATION Unclassified	COOPERATING COUNTRY Country "X"	XX-13-100	E-1
				COUNTRY ECONOMIC PROGRAM		Capital City Milk Production Scheme	

No significant pipeline problems exist. The large pipeline at the end of FY 1959 is due largely to undelivered orders of dairy plant production and distribution equipment which is scheduled for delivery to Country "X" during the first quarter of FY 1960.

A negligible pipeline is anticipated at the end of FY 1960 and no pipeline is expected at the end of FY 1961.

8. Cooperating Country--USOM Coordination

The plans embodied in this E-1 and extended in the Project Work Plan have been jointly prepared by the Milk Production Branch of the Office of Food Production of the Ministry of Agriculture. Specifically the plans were prepared by the Chief of the Milk Production Branch of the GOX and the USOM Chief Project Adviser (Dairy Systems Specialist). The plans were reviewed and approved by the Director of the Office of Food Production and the GOX financing proposed was authorized by the Minister of Planning and Development.

It is understood that the financial contributions proposed under this project for FY 1961 by the USOM and the GOX is contingent upon the availability of U.S. and GOX funds and such other factors as may arise.

Abner T. Venton
Chief Milk Production Branch
Office of Food Production

Signed:

Edward Edwards
Chief Agriculture Division
USOM to "X"

Date: October 1, 1959

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PRO AG

PROJECT AGREEMENT
 BETWEEN THE INTERNATIONAL COOPERATION ADMINISTRATION (ICA).
 AN AGENCY OF THE GOVERNMENT OF THE UNITED STATES OF AMERICA, AND
 THE MINISTRY OF PLANNING AND DEVELOPMENT
 AN AGENCY OF THE GOVERNMENT OF..... Country X

The above-named parties hereby mutually agree to carry out a project in accordance with the terms set forth herein and the terms set forth in the Standard Provisions annex and in any additional annexes attached hereto.

This Project Agreement is further subject to the terms of the following agreement between the two governments, as modified and supplemented.

- GENERAL AGREEMENT FOR TECHNICAL COOPERATION
DATE: April 2, 1957
- ECONOMIC COOPERATION AGREEMENT
DATE:
- OTHER:
DATE:

1. PROJECT NO. xxx-81-037		3. ORIGINAL <input checked="" type="checkbox"/> REVISION NO.
2. AGREEMENT NO. FY 61-1		
4. PROJECT TITLE National Community Development Service NCDS		
5. PROJECT DESCRIPTION AND EXPLANATION (See Annex A attached)		
6. ICA APPROPRIATION SYMBOL 72-1111025	7. ICA ALLOTMENT SYMBOL 004-50-xxx-05-69-12	

B. ICA DOLLAR FINANCING	PREVIOUS TOTAL (A)	INCREASE (B)	DECREASE (C)	TOTAL TO DATE (D)
(a) Total		90,800	0	90,800
(b) Contract Services		80,000	0	80,000
(c) Commodities		10,000	0	10,000
(d) Other Costs		800	0	800
9. COOPERATING AGENCY FINANCING - DOLLAR EQUIVALENT				
\$1.00 =				
(a) Total		PT 4,300,000 \$ 13,000		PT 4,300,000 \$ 13,000
(b) Technical and Other Services		1,600,000 16,000		1,600,000 16,000
(c) Commodities		2,050,000 20,500		2,050,000 20,500
(d) Other Costs		650,000 6,500		650,000 6,500

10. SPECIAL PROVISIONS

Annexes attached to and forming part of this agreement are:
 The Standard Provisions Annex
 Annex A - Project Description and Explanation

DATE OF ORIGINAL AGREEMENT October 1, 1960	DATE OF THIS REVISION October 1, 1960	FINAL CONTRIBUTION DATE October 1966
FOR THE COOPERATING AGENCY N. A. J. Shultz Minister of Planning and Development GOX	FOR THE DIRECTOR, ICA John Jones Director USOM X	

ICA-10-5B (7-55) STND. PROV. Annex	PROJECT AGREEMENT BETWEEN ICA AND THE MINISTRY OF PLANNING AND DEVELOPMENT AN AGENCY OF THE GOVERNMENT OF Country X	1. PROJECT NO XXX-81-037		3. ORIGINAL <input checked="" type="checkbox"/>
		2. AGREEMENT NO. FY 61-1		REVISION NO.
		STANDARD PROVISIONS ANNEX	SHEET 1	SHEET OF 2

- A. As used herein, the term "ICA" shall refer to the International Cooperation Administration, any component agency, and any successor agency. References to "this Project Agreement" shall mean the original Project Agreement as modified by any revisions which have entered into effect.
- B. (1) ICA will make available the amounts specified in Block 8 of this Project Agreement, as necessary for the project, for use for the designated purposes and as may be further described in Block 5 hereof. In addition, as may be further specified in Block 5 hereof, ICA will, subject to the availability of funds and (where required by ICA procedures) as provided for in Project Implementation Orders (PIOs) issued by ICA in accordance with its procedures, make available funds (a) to pay costs of furnishing technical services to be performed by United States Government employees in connection with the project, (b) to pay a share of the costs of providing training outside the cooperating country in connection with the project for qualified persons from the cooperating country, and (c) to pay such additional costs as may be specified.
- (2) The Cooperating Agency will make available the amounts specified in Block 9 of this Project Agreement, as necessary for the project, for use for the designated purposes and as may further be described in Block 5 hereof. The Cooperating Agency will also make, or arrange to have made, additional contributions of property, services, facilities and funds required for carrying out the project as may be specified in Block 5 hereof or as may subsequently be agreed upon by the two parties.
- C. ICA and the Cooperating Agency may obtain the assistance of other public and private agencies in carrying out their respective obligations under this Project Agreement. The two parties may agree to accept contributions of property, services, facilities and funds for purposes of this Project Agreement from other public and private agencies, and may agree upon the participation of any such third party in carrying out activities under this Project Agreement.
- D. All contributions of ICA pursuant to this Project Agreement shall be made on or before the final contribution date specified herein. Except as otherwise specified herein or subsequently agreed by the two parties, all contributions of the Cooperating Agency pursuant to this Project Agreement shall be made on or before that same date. A contribution of goods or services shall be considered to have been made when the goods or services, provided or financed by the contributing party, are delivered in accordance with commercial practice.
- E. The procurement of commodities and contract services to be financed in whole or in part by ICA may (where so required by ICA procedures) be undertaken only pursuant to PIOs issued by ICA in accordance with its procedures.
- F. Unless otherwise specified in the applicable PIO, the procurement of commodities and contract services financed with the ICA contribution referred to in Block 8 of this Project Agreement shall be subject to the provisions of ICA Regulation 1.
- G. Unless otherwise specified in the applicable PIO, title to all property procured through financing by ICA pursuant to Block 8(c) of this Project Agreement shall be in the Cooperating Agency, or such public or private agency as it may authorize. This provision is inapplicable to any property which may be used in connection with the project but is not financed pursuant to said Block 8(c).
- H. Any property furnished to either party through financing by the other party pursuant to this Project Agreement shall, unless otherwise agreed by the party which financed the procurement, be devoted to the project until completion of the project, and thereafter shall be used so as to further the objectives sought in carrying out the project. Either party shall offer to return to the other, or to reimburse the other for, any property which it obtains through financing by the other party pursuant to this Project Agreement which is not used in accordance with the preceding sentence.
- I. (1) If ICA and any public or private organization furnishing commodities through ICA financing for operations hereunder in the cooperating country, is, under the laws, regulations or administrative procedures of the cooperating country, liable for customs duties and import taxes on commodities imported into the cooperating country for purposes of carrying out this Project Agreement, the Cooperating Agency will pay such duties and taxes unless exemption is otherwise provided by any applicable international agreement.
- (2) If any personnel (other than citizens and residents of the cooperating country), whether United States Government employees or employees of public or private organizations under

BEST AVAILABLE

ICA-10-5A (7-55) ProgAg Annex	PROJECT AGREEMENT BETWEEN ICA AND The MINISTRY OF PLANNING AND DEVELOP. AN AGENCY OF THE GOVERNMENT OF Country X	1. PROJECT NO. xxx-81-037	3. ORIGINAL <input checked="" type="checkbox"/>
		2. AGREEMENT NO. FY 61-1	REVISION NO.
		ANNEX A	SHEET 1 OF 5 SHEET

I. General Description

1. This project envisages the establishment over the period FY 1961 through FY 1967 of a National Community Development Service (NCDS) constituted as a bureau within the Ministry of Planning and Development and under the policy guidance of the National Council on Community Development, chaired by the Prime Minister. The Service will serve as a catalyst to bring about a self-directed national improvement effort among the 15,000,000 rural population of Country X, and will operate in each district in the county.
2. A field staff of 1500 Village Level Workers (VLWs) will be developed, assigned on the basis of one VLW per 10 villages or 10,000 population. The function of the VLWs will be to:
 - A. Stimulate interest among villagers and assist in organizing community or village level self-help activities. Such activities will encompass improvements in education, hygiene, agricultural methods, handicraft production and at the same time will develop democratic organizational experience at the local government level.
 - B. Channel community request for specialized technical assistance to appropriate offices of the GOX for such assistance.
 - C. Arrange meetings, demonstrations and otherwise assist extension agents and specialist teams in bringing technical help and advice to members of the rural villages and tribal communities.
3. A NCDS District Office will be established in each of the nine districts of Country X. Each district office will be staffed by a manager, administrative staff, several technical teams from the Ministries of Health, Education, and Agriculture, etc. and 4 VLW Supervisors.

The District Office will be responsible to all community development activities within its geographic area, covering approximately 1,666,000 persons, or 1,000 villages. The office will arrange for logistic support of the specialist teams and coordinate their assignments with requests of specific villages for technical services. Technical supervision of these teams will be by their parent ministries, i.e, Agriculture, Education and Health and will be related to USOM assisted extension projects in these fields, i.e, Projects xxx-11-1012 (Agricultural

FOR THE COOPERATING AGENCY
N. A. J. Shultz
Minister of Planning and Development
GOX

FOR THE DIRECTOR, ICA
John Jones
Director
USOM X

ICA-10-5A (7-55) ProgAg Annex	PROJECT AGREEMENT BETWEEN ICA AND THE MINISTRY OF PLANNING AND DEVELOP. AN AGENCY OF THE GOVERNMENT OF Country X	1. PROJECT NO. XXX -81-037	3. ORIGINAL <input checked="" type="checkbox"/>
		2. AGREEMENT NO. FY 61-1	REVISION NO.
		ANNEX A	SHEET 2 OF SHEET 5

Extension); xxx-54-023 (Rural Health Services) and xxx-67-031 (Elementary School Construction).

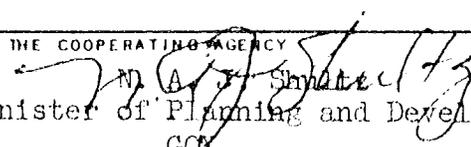
4. A NCDS Training Center will be established to provide classroom instruction and field demonstration for VLWs and members of specialist teams as follows:
 - A. Basic VLW Course: a 6 month course given twice a year to classes of 150-160 students each. Gives emphasis on community development methods leadership training, stimulation of community participation, introduction to fundamental in appropriate technical fields.
 - B. Specialist Orientation Course: 1 month course, given three times a year to all extension agents assigned to specialist teams. Orients extension agents in NCDS organization and procedures and familiarizes them with community development methods.
 - C. Refresher, supervisor, and other seminar type courses as required. The training center will be housed in rented premises adjacent to the Deepwater School of Applied Sciences of the National University. It will be equipped with a reproduction unit to provide posters, pamphlets and other extension material for the use of VLWs and technical specialist teams.
5. A NCDS headquarters will be established in the capital to assume over-all direction and administrative responsibility for the program. The Director will ensure the development of the program on schedule and its smoothly phased extension throughout the nine districts of the country. The Headquarters will serve as the Central Procurement Agency for the entire program. Maintain central accounting records. The Director will submit annually to the National Council on Community Development a report of past activities and future plans with supporting budgetary documentation.
6. The economic significance of this project is not immediately estimable, but increases in agricultural production should be a significant result of improved health, standards of literacy and education, communications, and agricultural methods which will evolve with the extension of this project throughout the country and its acceptance by the rural populace.

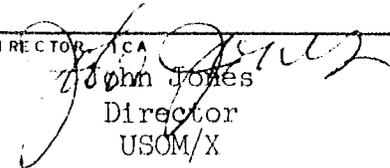
FOR THE COOPERATING AGENCY
N. A. J. Shultz
Minister of Planning and Development
GOX

FOR THE DIRECTOR, ICA
John Jones
Director
USOM X

ICA-10-5A (7-55) ProgAg Annex	PROJECT AGREEMENT BETWEEN ICA AND THE MINISTRY OF PLANNING AND DEVELOP. AN AGENCY OF THE GOVERNMENT OF	1. PROJECT NO. xxx-81-037	3. ORIGINAL <input checked="" type="checkbox"/>
		2. AGREEMENT NO. FY 61-1	REVISION NO.
		ANNEX A	SHEET 3 OF SHEET 5

7. The chief project requisites are skilled and dedicated personnel. They do not exist at the present time, but this lack will be remedied by provision for training in the U.S., third countries, and within Country X for project personnel. The Manpower Allocation Board has made assurances of the availability of adequate numbers of elementary and secondary school graduates for the needs of the project. Foreign exchange will be necessary primarily for capital costs of the project, e.g. 90 Landrovers which will involve an anticipated outlay of 60,000 pounds sterling, and for annual costs of POJ, which should amount to approximately \$13,000.
8. No legislation exists presently governing the administration of village councils. It is expected that these local self governing bodies will be generated through the effects of the NCDS and legislation regulating their functions will have to be evolved as a by-product of the over-all program.
9. This plan of operation is based upon the recommendations of the survey report issued 25 June 1960 following a nine months study of the need and desirability of an organized community development program in Country X. This survey was undertaken by a USOM community development adviser and three members of the GOX Ministry of Planning and Development.

FOR THE COOPERATING AGENCY

 N. A. J. Shindler
 Minister of Planning and Development
 GOX

FOR THE DIRECTOR, ICA

 John Jones
 Director
 USOM/X

ICA-10-5A (7-55) ProgAg Annex	PROJECT AGREEMENT BETWEEN ICA AND The Ministry of Planning and Development AN AGENCY OF THE GOVERNMENT OF Country X	1. PROJECT NO. XXX-81-037	3. ORIGINAL <input checked="" type="checkbox"/>
		2. AGREEMENT NO. FY 61-1	REVISION NO.
		ANNEX A	SHEET 4 OF SHEET 5

II. U. S. Contribution

U.S. assistance to this project contingent upon the annual availability of funds will provide:

1. Participant Training

- A. Six months training in the U.S. for instructors for the NCDS Training Center in Community Development activities, teaching methods and CD curriculum development. Stop over in India and Pakistan enroute home to observe VLW Training Centers in operation.
- B. Six months observation study in U.S. and India for 3 key officials of NCDS National Headquarters to observe administrative organization, community organization and development work in selected localities.

2. U.S. Technicians

- A. Chief Community Development Advisor to serve as Chief project advisor.
- B. Assistant Community Development Advisor to assist Chief Advisor in working with Headquarters staff of GOX NCDS.

3. Contract Services

A University Contract to provide two technicians and backstopping service to the NCDS Training Center through its initial establishment and first three years of operation.

4. Commodities

Printing equipment and supplies - \$10,000 for the NCDA Training Center.

III. GOX Contribution

- 1. The GOX will provide staff personnel, administrative services and office space for NCDS national headquarters.
- 2. The GOX will provide rental of premises for NCDS training center, salary of instructors (under training), office and classroom equipment, vehicles, and operating supplies.

FOR THE COOPERATING AGENCY

Y. A. J. Shultz
Y. A. J. Shultz
Minister of Planning and
Development, GOX

FOR THE DIRECTOR, ICA

John Jones
John Jones
Director
USOM X

ICA-10-5A (7-55) ProgAg Annex	PROJECT AGREEMENT BETWEEN ICA AND THE MINISTRY OF PLANNING AND DEVELOP. AN AGENCY OF THE GOVERNMENT OF Country X	1. PROJECT NO. XX-81-037	3. ORIGINAL <input checked="" type="checkbox"/>
		2. AGREEMENT NO. FY 61-1	REVISION NO.
		ANNEX A	SHEET 5 OF 5

IV. Specific Obligations of this Agreement

1. ICA is specifically obligated by this agreement to furnish:

A. \$80,000 for the procurement of:

1. University contract to cover 2 years for 2 technicians to assist in the development, opening and initial operation of the CD Training Center and its printing facility. The contract will furnish advice on curricula, texts, teaching methods, publication editorials etc., with backstopping services provided by the University. Funds provide for University's purchase of up to \$4,000 of teaching aids and other supplies as needed by the technicians in performance of their work.

B. \$10,000 for the procurement of:

Offset printing equipment and supplemental attachments.

2. GOX

A total of PT 4,300,000 will be spent by GOX during the period July 1, 1960 to June 30, 1961 in general conformance with the following:

NCDS Hq.

Salaries	PT	1,200,000
Vehicles		800,000
Office Equipment		400,000
Rental Utilities		150,000
Travel		150,000
	PT	<u>2,700,000</u>

Training Center

Office and classroom equipment	PT	200,000
Vehicles		400,000
Salaries		400,000
Rent and Utilities		250,000
Operational Supplies		250,000
Travel & Trans.		100,000
	PT	<u>1,600,000</u>

FOR THE COOPERATING AGENCY
N. A. J. Schultz
Minister of Planning and Development
GOX

FOR THE DIRECTOR, ICA
John Jones
Director
USOM X

ICA-11-1x (9-56) PIO/C	PROJECT IMPLEMENTATION ORDER COMMODITIES INTERNATIONAL COOPERATION ADMINISTRATION UNITED STATES OF AMERICA	1. COOPERATING COUNTRY Country X	2. PIO NUMBER XXX-81-037-8-11854
		3. TITLE OR DESCRIPTION National Community Development Service (NCDS) (c)	

4. APPROPRIATION SYMBOL 72-1111025	5. ALLOTMENT NO. & CHARGE 004-50-X9X-05-69-12 <input type="checkbox"/> WASHINGTON <input type="checkbox"/> USOM	6. OBLIGATION STATUS <input type="checkbox"/> OBLIGATION <input type="checkbox"/> RESERVATION <input checked="" type="checkbox"/> SUB-OBLIGATION	7. ORIGINAL <input checked="" type="checkbox"/> AMENDMENT NO.
8. AUTHORIZED AGENT GSA	9. METHOD OF FINANCING Standard	10. BANKING INSTITUTION --	11. APPROVED APPLICANT --

12. CONTRACTING PERIOD FROM Jan. 1, 1961 ENDING June 30, 1961	13. DELIVERY PERIOD FROM Apr. 30, 1961 ENDING July 31, 1961
--	--

14. AREA OF SOURCE 99	15. DOLLAR VALUE			
	PREVIOUS TOTAL (A) 0	INCREASE (B) 10,000	DECREASE (C) 0	TOTAL TO DATE (D) 10,000

16. COMMODITY CODE 780	17. ITEM NO. 1	18. SPECIAL PROVISIONS & QUANTITY/DESCRIPTION/SPECIFICATIONS/INSTRUCTIONS (Include catalog name and number, where appropriate)
		<p>A. OFFSET LETTERPRESS, ZAGTETNER, MODEL 430 D, or equal; equipment must be supplied complete, with standard spare parts, color conversion kits, operating and maintenance manuals (in English). Equipment must accept standard range of stock, from light tissue to heavy card stock, up to 23 inches wide.</p> <p>B. Basis of delivery: C&F, Port Deepwater.</p> <p>C. Packing: Heavy duty tropical packing capable of withstanding prolonged exposure to high heat and humidity in open storage.</p> <p>D. Shipping Instructions: Ocean ship and consign to Superintendent, NCDS Training Center, c/o Deepwater Institute of Applied Sciences, Deepwater, Country X.</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>NOTE: This is not an official document. It is for Orientation use only.</p> </div> <p style="text-align: right;">(See General Provisions)</p>

D. Douglas,
CDD
10/14/60

A. Able, CONT
10/14/60

USOM REFERENCES

DATE	USOM CLEARANCES	DATE
10/14/60	Chief, Comm. Dev. Div. <i>NO</i>	10/15/60
10/14/60	Ex. Off. <i>CC</i>	Controller <i>AK</i>
	DATE OF ORIGINAL ISSUANCE Oct. 15, 1960	DATE OF THIS ISSUANCE Oct. 15, 1960

FOR THE COOPERATING COUNTRY

The terms and conditions set forth herein are hereby accepted.

DATE _____ SIGNATURE _____

FOR THE DIRECTOR, ICA

Easy Eaker *[Signature]*
Supply Advisor
USOM/Country X

ICA-13-1x (7-56)	PROJECT IMPLEMENTATION ORDER	1. COOPERATING COUNTRY COUNTRY X	2. PIO NUMBER XXX-81-037-1-11856
		3. PROJECT TITLE AND SUB-TITLE THIS ACTIVITY National Community Development Program (Training of Supervisors and Block Development Officers, Rural)	

4. APPROPRIATION SYMBOL 72-1111025	5. ALLOTMENT SYMBOL AND CHARGE 004-50-X9X-05-69-15 <input type="checkbox"/> WASHINGTON <input checked="" type="checkbox"/> USOM	6. ORIGINAL <input checked="" type="checkbox"/> AMENDMENT NO.
---------------------------------------	---	--

7. TRAINING TO BE IN: <input type="checkbox"/> U.S. <input checked="" type="checkbox"/> OTHER	8. NO. PARTICIPANTS 7	9. DESIRED STARTING DATE April, 1961	10. DURATION (Months) 6
--	--------------------------	---	----------------------------

11. ICA CONTRIBUTION	PREVIOUS TOTAL (A)	INCREASE (B)	DECREASE (C)	TOTAL TO DATE (D)	12. COUNTRY CONTRIBUTION \$1.00= PT 100
(a) Total		42,100		42,100	3450
(b) INT'L. TRAVEL (Include Any Advances)		16,800		16,800	includes salaries
Other	(c) U.S.	24,700		24,700	
	(d) 3rd Country	600		600	

13. AUTHORIZED AGENCY	TYPE OF EXPENSE	PREVIOUS TOTAL (A)	INCREASE (B)	DECREASE (C)	TOTAL TO DATE (D)
(a) USOM	INT'L. TRAVEL		16,100		16,100
	MAINT. ADVANCE		700		700
(b) ICA/W			24,700		24,700
(c) TCM/India			600		600
(d)					

USOM REFERENCES	14. U.S. TRUST ACCOUNT	SYMBOLS	AUTH. AGENCY	UNIT	AMOUNT
	APPROP. ALLOT.				

15. SPECIAL PROVISIONS

Terminal Starting Date: May, 1961

ICATO A-791
TOICA A-834

The signature of an authorized official of the cooperating country covering this order is on file in the USOM. YES NO

DATE	USOM CLEARANCES	DATE
9/26/60	Controller <i>AT</i>	Program Officer <i>Bob Baker</i> 9/19/60
9/22/60	Training Officer <i>J. Stern</i>	DATE OF ORIGINAL ISSUANCE: October 1, 1960 DATE OF THIS ISSUANCE: October 1, 1960

FOR THE COOPERATING COUNTRY	FOR THE DIRECTOR, ICA
The terms and conditions set forth herein are hereby accepted.	<i>John F. Jones</i> John F. Jones, Director
DATE	SIGNATURE

ICA-13-1x (7-55) PIO/P PAGE 2	PROJECT IMPLEMENTATION ORDER Participants INTERNATIONAL COOPERATION ADMINISTRATION UNITED STATES OF AMERICA	1. COOPERATING COUNTRY COUNTRY X	2. PIO NUMBER XXX-81-037-1-11856
		3. PROJECT TITLE AND SUB-TITLE THIS ACTIVITY National Community Development Program (Training of Supervisors and Block Development Officers, Rural)	

16. DESCRIPTION THIS ACTIVITY. RELATIONSHIP TO PERTINENT PROJECTS AND ACTIVITIES OF THE UN. USIA. ETC.

Objectives of National Community Development Program are: 1) to train multi-purpose village level workers who will assist villages in planning and implementing self-help programs designed to develop their village; and 2) to give these workers technical supervisory and administrative support. No similar or related type training is now contemplated or has been activated by U.S., Ford, USIA or any other agency in Country X.

17. NAMES OF PARTICIPANTS. KINDS OF TRAINING NEEDED AND METHOD OF CARRYING OUT. RELATIVE EMPHASIS TO BE GIVEN VARIOUS PHASES. PROBLEMS IN COUNTRY OR INDUSTRY WHICH THIS TRAINING IS INTENDED TO SOLVE.

Names and Present Positions of Participants:

- (1) TAPPITA, Claire - Headmaster, training center and team project leader
- (2) COLLINS, James Francis, Instructor
- (3) MELTON, Gabriel A., Supervisor of women, village level workers
- (4) TEMPALA, Robloh, Supervisor-teacher
- (5) REPO, Gbargna Roger, Instructor
- (6) MANTIEL, Rooth Gerig, Block development officer
- (7) BROWN, White Martin, Supervisor

For suggested training/observation programs see continuation sheet, page 3.

The critical need for community development services within the rural areas of Country X necessitates the training of a considerable number (estimated 1500) of qualified rural village workers, who, after intensive training may assume responsibility at the village level of all CD projects.

18. CONTEMPLATED PLANS FOR DISSEMINATION AND USE OF KNOWLEDGE GAINED. GIVE DETAILS.

These participants will return to their country and will be the teaching staff for the National Community Development Service Training Center in Country X. These participants will teach chosen village workers who will attend the CD training center for periods of 4-12 weeks. Here they, the village workers, will receive instruction in the philosophy, organization, function, and responsibilities of CD. This staff of the training center will concentrate upon developing the training capabilities of these potential rural leaders who will return to their villages and give instruction, direction and leadership to their people.

19. WHAT REASONABLE ASSURANCE HAS BEEN GIVEN THE MISSION THAT THE APPLICANT(S) WILL, UPON COMPLETION OF THE VISIT RETURN TO THE POSITION HE LEFT, A SIMILAR POSITION, OR A SUPERIOR ONE IN THE SAME FIELD OF ACTIVITY?

Written assurances to this effect, and on file in the USOM, has been received from the Minister of Planning and Development, Chief of Ministry.

ICA-10-3 X
(4-56)

TITLE OR DESCRIPTION OF FORM:

1. COOPERATING COUNTRY:

2. CODE NUMBER

COUNTRY X

XXX-81-037-1-11856

PIO/P

3. TITLE OR DESCRIPTION OF ACTIVITY

Continuation Sheet

National Community Development Program

Cont.

INTERNATIONAL COOPERATION ADMINISTRATION
UNITED STATES OF AMERICA(Training of Supervisors and Block Development
Officers, Rural)

Use this form to complete the information required in any block of a PPA, CSPA, PIO, or PAAform.
Insert title of form above. Indicate block number below.

Block 17 Cont'd

Training objectives of this project with special emphasis upon items 2, 3, 4, 5, 6, 8, and 9.

1. To gain understanding of the philosophy of community development as expressed by the United Nations, United Kingdom, the International Cooperation Administration of the United States and the leaders of nations with institutionalized programs.
2. To learn how to identify program objectives in relation to the particular country setting and sufficiently flexible to permit necessary local adaptations.
3. To learn how to recognize and appeal to motivations that have validity and energy releasing quality for program staff and villagers and to identify customs, institutions and patterns of social relationship that support and help utilize these motivations.
4. To study the community as a social organism in various settings through the application of the insights of social psychology, cultural anthropology and related disciplines.
5. To learn the community analysis--sampling, collecting, processing and interpreting data pertinent to the structure and function of the community with techniques drawn from sociology and other behavioral science disciplines.
6. To learn the community action phases drawing on the experience of several specialist fields, such as social welfare, health education, agricultural extension and adult and community education. To observe the actual workings of spontaneous, indigenous, local self-help in action in suitable U.S. and other communities and to have interpreted to them the basic phenomena of promotion, organization and emergent leadership; to talk personally with the participants in such activities.
7. To attain competence in the role of evaluation and evaluation techniques.
8. To observe and learn the role of the volunteer and the place of lay leadership by observing such programs as community councils, and civic clubs.
9. To learn of the relationship of specialist fields to community development and the problems of administration and coordination. In addition to observation in the United States field study may be arranged in India.

ICA-10-3X
(4-56)

TITLE OR DESCRIPTION OF FORM:

1. COOPERATING COUNTRY
COUNTRY X2. CODE NUMBER
XXX-81-037-1-11856

PIO/P

Continuation Sheet

INTERNATIONAL COOPERATION ADMINISTRATION
UNITED STATES OF AMERICA

3. TITLE OR DESCRIPTION OF ACTIVITY

National Community Development Program
(Training of Supervisors and Block Development
Officers, Rural)

Cont.

Use this form to complete the information required in any block of a PPA, CSPA, PIO, or PAAform.
Insert title of form above. Indicate block number below.

Block 17 Cont'd

Suggested Plan of Training Program:

1. One week in Washington, D. C. devoted to the general orientation.
2. One semester's academic study to participate in a seminar under university-wide sponsorship which will involve faculty from the several appropriate Departments or Colleges.
3. Four weeks' field study preferably in several states and observation under the direction of the university and as an integral part of item 2. Resources which focus on the "whole" community rather than on a specialist approach to predominate.
4. One week in Washington, D. C. to evaluate this experience.
5. Two weeks in India to observe the processes of democratic project planning and mutual self-help by the people through their group action. Visits should be made to various community development training centers where village workers and supervisors are being trained.
6. Two weeks in the Philippines:
 - a. Methods of organizing and operating successful cooperatives and their beginnings in thrift societies.
 - b. Methods of coordinating agencies working for the development of communities.
 - c. Role of the Philippine Social Welfare Commission, the Coordinated Extension Services, the Philippine Agricultural Society and others in CD.
 - d. Cottage industry organization, training, production and marketing methods.

ICA-10-3 X
(4-56)

TITLE OR DESCRIPTION OF FORM:

1. COOPERATING COUNTRY
COUNTRY X2. CODE NUMBER
XXX-81-037-1-11856

Cont.

PIO/P
Continuation Sheet
INTERNATIONAL COOPERATION ADMINISTRATION
UNITED STATES OF AMERICA3. TITLE OR DESCRIPTION OF ACTIVITY
National Community Development Program
(Training of Supervisors and Block Development
Officers, Rural)

Use this form to complete the information required in any block of a PPA, CSPA, PIO, or PAAform.
Insert title of form above. Indicate block number below.

Block 18 Cont'd

Upon completion of training, Mr. TAPPITA will be placed in charge of the Training Center. He will be a teacher, school administrator and the guiding force in the operation of the center. The other participants will be assigned teaching responsibilities at the center upon their return. They will teach the village workers in techniques, procedures required for leadership in the various Community Development projects at the village level. They will also backstop the village leaders in the rural areas who have been chosen and trained to develop CD programs. This project will continue to be under the guidance of an American technician for a six year period of time after which the host country will assume total responsibility for the operation, and administration of the Training Center.

INTERNATIONAL COOPERATION ADMINISTRATION

BIOGRAPHICAL DATA

On Technical Cooperation Participants



DATE SENT
October 1, 1960

DATE RECEIVED

ATTACHMENTS

PIO/P NO.

XXX-81-037-1-11856

COUNTRY

X

PROPOSED ARRIVAL DATE U. S.

April, 1961

ACTIVITY TITLE

National Community Development Service Instructor

FIELD OF ACTIVITY

Community Development

PROPOSED DURATION OF VISIT

6 months U.S., 2 weeks India

INSTRUCTIONS TO PARTICIPANTS: Prepare this form on a typewriter in English. In order to prevent delay and to assist in planning your program, answer every question clearly and completely. If more space is needed, use continuation sheet Page 3.

INFORMATION REGARDING PARTICIPANT

1. NAME (Last or Surname in capital letters) (First) (Middle) SEX (M or F)
MANTIEL Rooth GERIG Male

2. ADDRESS (Street) (City or Town) (Country)
[Redacted]

3. BIRTH DATE (Day, Month, Year) 4. BIRTH PLACE (City & Country) 5. COUNTRY OF CITIZENSHIP
[Redacted] [Redacted] Country X

6. PLEASE PROVIDE THE FOLLOWING INFORMATION FOR YOUR SPOUSE, YOUR FATHER, AND YOUR MOTHER

SPOUSE	NAME	DATE OF BIRTH	PLACE OF BIRTH
	Dinath Mantiel	[Redacted]	[Redacted]
MOTHER	Dina Mantiel	[Redacted]	[Redacted]
FATHER	Abdul Mantiel	June 15, 1904	Sanquin, Sinoe County OCCUPATION: Farmer

7. PERSON AT HOME TO BE NOTIFIED IN CASE OF EMERGENCY (Name, Address and Relationship)
Hon Amos Nynplu Vinton (Uncle) Camp Johnson Road, Deepwater, Country X

8. PERSON IN U. S. TO BE NOTIFIED IN CASE OF EMERGENCY (Name, Address and Relationship)
Country X Embassy, Washington, D. C., U. S. A.

9. HAVE YOU EVER BEEN IN THE U. S.? IF SO, WHEN, WHERE, FOR HOW LONG AND FOR WHAT PURPOSE?
No

10. HAVE YOU EVER TRAVELLED TO COUNTRIES OTHER THAN U. S., IF SO, WHEN, WHERE, AND FOR HOW LONG? (Include travel for educational purposes as well as pleasure)
French Guinea and French Ivory Coast, West Coast of Africa
1948-51, 2 mos. respectively; for both education and recreational purposes

11. HAVE YOU PARTICIPATED IN OR APPLIED FOR ANY OTHER U. S., U. N., OR PRIVATE TECHNICAL ASSISTANCE ACTIVITY? IF SO, SPECIFY:
I have participated in and applied for local scholarships in Country X

12. LIST MEMBERSHIP IN EDUCATIONAL, PROFESSIONAL, AGRICULTURAL, LABOR OR OTHER TYPES OF ORGANIZATIONS AND SOCIETIES OF A SIMILAR NATURE. IF YOU HOLD OFFICE IN ANY OF THESE ORGANIZATIONS, SPECIFY.
I enjoy the membership of National Teachers Association of Country X.

13. OBJECT OF PROPOSED VISIT. BE SPECIFIC. INDICATE FIELD OF ENDEAVOR, CROP, PRODUCT, PROCESS, TECHNIQUE, ETC. TO BE OBSERVED, STUDIED, OR WORKED ON. E. G. MILK MARKETING ETC.
I am to be prepared to become a teacher in a training center that will train all the personnel needed to operate a national community development organization

NOTE: 1. USOM FORWARD TO ICA/W IF U. S. TRAINING
2. USOM FORWARD TO USOM OF TRAINING IF THIRD COUNTRY

BIOGRAPHICAL DATA ON TECHNICAL COOPERATION PARTICIPANTS

NAME OF PARTICIPANT ROOTH GERIG MANTIEL	COUNTRY X
---	---------------------

14. EDUCATION: INCLUDE INFORMATION CONCERNING PREPARATORY OR SECONDARY SCHOOLS, UNIVERSITIES OR OTHER INSTITUTIONS OF EQUIVALENT RANKS, IF YOU ATTENDED A TRADE OR VOCATIONAL SCHOOL OR COMPLETED APPRENTICESHIP INCLUDE THAT ALSO.

SCHOOLS ATTENDED	TYPE	COURSE OF STUDY OR MAJOR	DEGREES, DIPLOMAS OR CERTIFICATES	DATE	
				FROM	TO
St. Mary's, Saniquellie	Elementary	Elementary	Certificate	1935	1940
St. Peter Claver's	Secondary	General	Diploma	1941	1943
University of Country X	College	Elem. Education	B. Sc. Educ.	1952	1955

15. EMPLOYMENT:

(A) EXACT TITLE OF YOUR PRESENT POSITION Instructor, Deepwater Demonstration School	DATE EMPLOYED FROM June 1955 TO PRESENT TIME
PRESENT EMPLOYER'S NAME AND ADDRESS Hon. R. J. Nebo, Secretary of Public Instruction, Department of Public Instruction, Country X	APPROXIMATE SIZE OF BUSINESS OR ORGANIZATION (Number of employees or volume of business) 12 employees
KIND OF BUSINESS OR ORGANIZATION (Foundry, Milk Marketing, Cotton Textile Mfg., etc.) School	MACHINES OPERATED (if applicable) None
NUMBER AND KIND OF EMPLOYEES YOU SUPERVISE, IF ANY None	

DESCRIPTION OF YOUR DUTIES

Grade Eight Instructor, Scout Master, and Dean of Boys

(B) DO YOU EXPECT TO RETURN TO THIS SAME POSITION? () YES (X) NO IF NOT, HOW IS THE PROGRAM RELATED TO YOUR STUDIES AND FUTURE PLANS?

As soon as I begin training in Community Development under ICA, I will become a government employee. The government will assign me to teach in our new C. D. Training Center when I finish the ICA program.

(C) EXACT TITLE OF YOUR LAST PREVIOUS POSITION None, only student	DATES EMPLOYED FROM TO
PREVIOUS EMPLOYER'S NAME AND ADDRESS	APPROXIMATE SIZE OF BUSINESS OR ORGANIZATION (Number of employees or volume of business)
KIND OF BUSINESS OR ORGANIZATION (Foundry, Milk Marketing, Cotton Textile Mfg., etc.)	MACHINES OPERATED (if applicable)
NUMBER AND KIND OF EMPLOYEES YOU SUPERVISED, IF ANY	

DESCRIPTION OF YOUR DUTIES

16. LANGUAGE PROFICIENCY	READING			SPEAKING			UNDERSTANDING		
	EXCELLENT	GOOD	FAIR	EXCELLENT	GOOD	FAIR	EXCELLENT	GOOD	FAIR
ENGLISH	X				X		X		
OTHER Sallag	X			X			X		

BEFORE SIGNING THIS FORM CHECK BACK OVER IT TO MAKE SURE THAT YOU HAVE ANSWERED ALL QUESTIONS CORRECTLY.

I CERTIFY that I have reviewed the statements made in this application and that they are true, complete, and correct to the best of my knowledge and belief and are made in good faith. I further agree that if I am accepted under this program, I will follow diligently the program arranged as requested by my government and will not seek extension of the period of my program. I further agree that upon completion of my training, I will return to my country without delay and will endeavor to utilize, for the benefit of my country, the training acquired under this program.

SIGNATURE OF PARTICIPANT	DATE
--------------------------	------

LANGUAGE CERTIFICATION: I CONCUR IN ITEM 16 ENTRIES FOR ENGLISH: () YES () NO. IF "NO", EXPLAIN:

OFFICIAL TITLE Training Officer, USOM/X	SIGNATURE OF OFFICIAL	DATE
---	-----------------------	------

ICA-13-91 (7-55)

- NOTE: 1. USOM FORWARD TO ICA/WIF U.S. TRAINING
2. USOM FORWARD TO USOM OF TRAINING IF THIRD COUNTRY

ICA-12-1 (4-59)	PROJECT IMPLEMENTATION ORDER Technical Services	1. COOPERATING COUNTRY Country: X	2. PIO NUMBER XXX-81-037-3-11865
		3. PROJECT TITLE National Community Development Services (NCDS) (C) - University Contract	
PIO/T	INTERNATIONAL COOPERATION ADMINISTRATION UNITED STATES OF AMERICA		

4. APPROPRIATION SYMBOL 72-1111025	5. ALLOTMENT SYMBOL & CHARGE 004-50-X9X-05-69-12 <input type="checkbox"/> ICA/W <input checked="" type="checkbox"/> USOM	6. OBLIGATION STATUS <input type="checkbox"/> ADMINISTRATIVE RESERVATION <input type="checkbox"/> OBLIGATION <input checked="" type="checkbox"/> SUB OBLIGATION	7. ORIGINAL <input checked="" type="checkbox"/> AMENDMENT NO.
---------------------------------------	--	---	---

8. NUMBER OF TECHNICIANS 2	9. DESIRED EFFECTIVE PERIOD FROM: October 1, 1961 TO: September 30, 1963	10. DURATION (MONTHS) OF SERVICES: 24 months OF FINANCING: 24 months
-------------------------------	--	--

11. TYPE OF ACTION		IMPLEMENTING AGENT	
(A) ICA CONTRACT	(C) COUNTRY CONTRACT	National Community Development Service (NCDS), Ministry of Planning and Development, Country X with ICA/W assistance	
(B) SERVICE AGREEMENT	(D) OTHER		

FINANCING	PREVIOUS (A)	INCREASE (B)	DECREASE (C)	TOTAL TO DATE (D)
12. ICA \$	0	80,000	0	80,000
13. COOP. COUNTRY \$ 51. = PT 100	0	9,600 (in kind)	0	9,600 (in kind)

14. INSTRUCTIONS TO IMPLEMENTING AGENT

The National Community Development Service, Ministry of Planning and Development, Country X, with ICA/W assistance is to obtain the technical services of a qualified University which is to provide advisory services and assistance to the NCDS Training Center. The contractor will advise and assist in establishing and operating the NCDS Training Center.

USOM REFERENCES
PIO/C
XXX-81-037-8-11854
PIO/P
XXX-81-037-1-11856

15. SPECIAL PROVISIONS

This PIO is subject to ICA contracting regulations. This contract should provide 15% flexibility for budget line items at contractor's option.

(JS: 0)

DATE	USOM CLEARANCES		DATE
10-14-60	Dave Douglas, CDD	Albert Able, Controller	12-19-59
10-14-60	Chuck Charles, Ex. Officer	DATE OF ORIGINAL ISSUANCE 10-19-60	DATE OF THIS ISSUANCE 10-19-60

FOR THE COOPERATING COUNTRY The terms and conditions set forth herein are hereby accepted. Jose Schultz, Minister of Planning and Development DATE 10-19-60	FOR THE DIRECTOR, ICA John Jones, Mission Director SIGNATURE
--	--

ICA-12-1A (4-59)	PROJECT IMPLEMENTATION ORDER Technical Services Scope of Work INTERNATIONAL COOPERATION ADMINISTRATION UNITED STATES OF AMERICA	1. COOPERATING COUNTRY Country X	2. PIO NUMBER XXX-81-037-3-11865
		3. PROJECT TITLE National Community Development Services (NCDS) (C) - University Contract	

16. SCOPE OF TECHNICAL SERVICES (including local recruitment, procurement & training):

The contractor is to provide the services of a Curriculum and Training Methods Advisor and of an Extension Publications and Technical Aids Advisor to NCDSTC for a period of 2 years, starting October 1, 1961. The contractor is also to provide the supporting technical services, including procurement as requested, needed to assure timely and effective performance of the advisors.

The Curriculum and Training Methods Advisor is to advise on the proposed curricula for the 6 month Basic VLW course, the Specialist Orientation course of 1 month for cooperating technicians provided by their respective Ministries, and the Seminar courses for Supervisors and others. The Curriculum and Training Methods Advisor is to assist the NCDS Training Center instructors in the application of the curricula, including demonstrations and advice on training methods. The Extension Publications and Technical Aids Advisor is to advise on the use, preparation and content of extension publications and and technical aids. This technician is expected to plan and produce the initial extension publications and to construct models of any technical aids as demonstration. He will advise and train NCDS in further publication and construction activities.

ICA FINANCING	COOPERATING COUNTRY FINANCING
78,000	9,600 \$1 = PT 100 (in kind)

17. SCOPE OF ACCESSORY SERVICES (i.e., procurement and training outside cooperating country):

Offset Letterpress, Zagetner, Model 430 D, or equal; equipment must be supplied complete, with standard spare parts, color conversion kits, operating and maintenance manuals (in English).

	PROCUREMENT	TRAINING
ICA FINANCING	2,000	
C C FINANCING		

18. TECHNICIANS (number, kinds, periods of assignments):

No.	Title	Man-Months	Period of Assignment
1	Curriculum and Training Methods Advisor	24	Oct. 1, 1960 to Sept. 30, 1963
1	Extension Publications and Technical Aids Advisor	24	October 1, 1961 to September 30, 1963

ICA-12-1B (4-59)	PROJECT IMPLEMENTATION ORDER Technical Services Scope of Work - Continued INTERNATIONAL COOPERATION ADMINISTRATION UNITED STATES OF AMERICA	1. COOPERATING COUNTRY Country X	2. PIO NUMBER XXX-81-037-3-11865
PIO/T/C		3. PROJECT TITLE National Community Development Services (NCDS) (C) - University Contract	

19. PROGRAM REPORTS (kinds by content, frequency, no. of copies, languages, recipients, etc.):

Content: Recipients: Superintendent, NCDSTC
~~Final:~~ Director, NCDS
 Progress: Observations, Findings and Recommendations Director, USOM X
 Frequency: Semi-annually (in English)
 Other:
 No. Copies: 2

20. TIME SPAN AND LOCATION OF SERVICES: October 1, 1961 to September 30, 1963

It is expected that the services of the technicians will be limited to the Institute campus for the first 6 months of contract operation, with possible field trips not to exceed 1 week during the second 6 months. The technicians will be expected, however, to spend the first month of the second year of contract operation in the field in order to evaluate effectiveness of NCDS training activities, within their fields of speciality, and in order to advise VIWs (graduates of the NCDS Training Center) on the establishment of an evaluation program to determine effectiveness of NCDS training, including recommendations for changes in curricula, training methods and content of extension publications and

21. RELATIONSHIP TO COOPERATING COUNTRY AND ICA: technical aids.

The services performed are to be supervised by the National Community Development Service and specifically for the NCDS Training Center. The Director of the NCDS Training Center, has been appointed the Country X liaison official responsible for technical and operational liaison with the Government of X. Mr. Gene George of USOM/X, CDD Division will serve as USOM liaison to the contractor's field party. (See Continuation Sheet for Organizational Chart)

C. C. Liaison Official:

Mr. Rokloh Tempala, Director, NCDS Training Center

22. AVAILABILITY OF BACKGROUND INFORMATION:

ICA/W and Country X Embassy will supply specific background data upon request. Contractor should be aware of and frame activities in accordance with the philosophy of public service as definitively stated in "Community Development Survey" TOICA A-432. Further background information may be obtained from PWP XXX-81-037.

ACCESS
REQUIRED

Security information: Security clearance up to secret
 Restricted premises: None

23. LOGISTIC SUPPORT IN KIND: (by types, extent and contributing parties; privileges)

Technicians will use the office, transport, supply and other facilities of the NCDS Training Center, including any regional district and village level facilities required during field trips. Furnished homes on the campus of the Deepwater Institute of Applied Sciences will be made available for the technicians during their tour of duty.

ICA-12-1C (4-59)	PROJECT IMPLEMENTATION ORDER	1. COOPERATING COUNTRY Country X	2. PIO NUMBER XXX-81-037-3-11865
PIO/T/F	Technical Services Financial Agreement INTERNATIONAL COOPERATION ADMINISTRATION UNITED STATES OF AMERICA	3. PROJECT TITLE National Community Development Services (NCDS) (C) - University Contract	

24. COOPERATING COUNTRY FINANCING - Pursuant to the Standard Provision B of the Project Agreement signed on October 1, 1960, and subject to the limitation of the Total To Date in block 13, above, the Cooperating Country will provide, all cooperating country currencies required for expenditures within the cooperating country, during the period starting on the Date of This Issuance, above, and ending on the Final Contribution Date of September, 1966, authorized under this Project Implementation Order, with the exception of the following types of expenditures which ICA hereby agrees and undertakes to assume:

1. Local transportation costs

As of the effective date of any contract or agreement executed under this order the Cooperating Country will establish in the name of the contractor a local currency advance account in the amount of: None

25. ICA FINANCING - Pursuant to the above-referenced Project Agreement, and subject to the limitation of the Total To Date in block 12, above, ICA will provide all US dollar currencies required for expenditures, during the period starting on the Date of This Issuance, above, and ending on the Final Contribution Date of September, 1966, authorized under this Project Implementation Order, with the exception of the following types of expenditures which the Cooperating Country hereby agrees and undertakes to assume:

1. Local instructional materials
2. Technicians' housing
3. Secretarial assistance

ICA-10-3 X
(4-55)

TITLE OR DESCRIPTION OF FORM:

1. COOPERATING COUNTRY
Country X

2. CODE NUMBER
XXX-81-037-3-11865

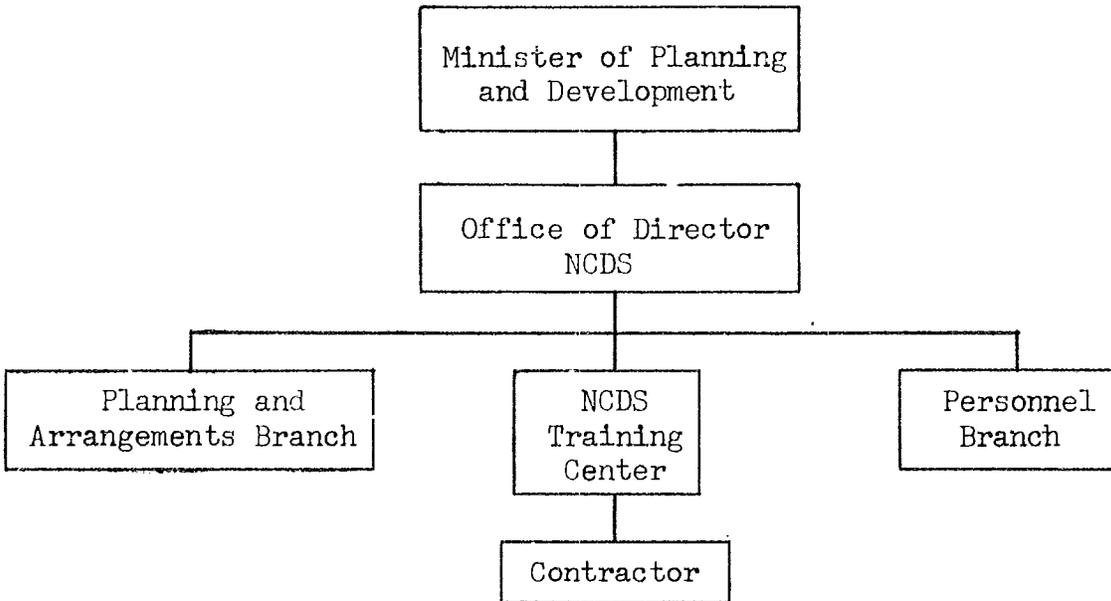
Cont.

Continuation Sheet
INTERNATIONAL COOPERATION ADMINISTRATION
UNITED STATES OF AMERICA

3. TITLE OR DESCRIPTION OF ACTIVITY
National Community Development Services
(NCDS) (C) - University Contract

Use this form to complete the information required in any block of a PPA, CSPA, FIO, or PAAform. Insert title of form above. Indicate block number below.

ORGANIZATIONAL CHART OF THE NATIONAL COMMUNITY
DEVELOPMENT SERVICE



**INTERNATIONAL COOPERATION ADMINISTRATION
OVERSEAS STAFFING PATTERN ACTION REQUEST**

1. USOM

2. USOM NO.

Country X

1376

3. REGIONAL OFFICE NO.

4. DATE RECD. M/PERS

5. ACTION REQUESTED

 ADD DELETE CORRECT CHANGE

 SINGLE AMENDMENT
(COMPLETE BOXES 7
AND 8)

 MULTIPLE AMENDMENT
(COMPLETE BOX 8A ONLY)

6. REQUIREMENTS:

a. IF STANDARD DESCRIPTION NOT AVAILABLE, OR IF SPECIAL QUALIFICATIONS ARE REQUIRED, STATE BRIEFLY FUNCTIONS AND/OR REQUIREMENTS.

Standard Description for Community Development Advisor FSR 4 Applicable

b. LANGUAGE Sallag A B C D

7. FROM:

TO:

A. POSITION TITLE Community Development Advisor (Area)
B. POSITION NO. 220
C. OCCUP. CODE 8010103
D. ACT/PROJ. NO. 81
E. M. I. R. 2
F. GRADE R04
G. APPROP. CODE N
H. PART. AGCY CODE -
I. COUNTRY NO. 66X
J. DUTY POST CODE C
K. SEQUENCE NO. 1825
L. BACKSTOP OFFICE 81
M. STATUS INDEX D

8. FOR SINGLE AMENDMENT, STATE REASON FOR REQUEST AND GRADE JUSTIFICATION. (USE SPACE BELOW WITHOUT REGARD FOR COLUMNAR HEADINGS).

8A. FOR MULTIPLE AMENDMENT, FILL IN COLUMNS.

POSITION TITLE	POSITION NO.	SEQUENCE NO.	CHANGE REQUESTED		INCUMBENT NAME
			FROM	TO	

This SPAR requests one Community Development Advisor (Area) who will work in the Central Region of Country X advising the Chiefs of 3 Central NCDS Districts in establishing community development activities in their three districts. The Central District #1 Manager and four VLW's will have completed a four-month-tour observing CDD techniques in the Philippines by July 1, 1962.

It is, therefore, requested that the Field Community Development Advisor arrive in June, 1962, in order to advise the returning Participants on how best to utilize newly acquired techniques. It is also important that the Subject Technician arrives in the summer of 1962 so that he may take advantage of weather conditions permitting more extensive observational tours in the Central Regions.

9. INSERT NAME OF INCUMBENT OR "NONE" AS APPROPRIATE

"NONE"

10. AGREEMENT

A. <u>Charles Charles</u> (USOM EXECUTIVE OFFICER)	<u>Oct. 15, 1961</u> (DATE)	C. <u>Morean Max</u> (FUNCTIONAL OFFICE)	<u>Oct. 20, 1961</u> (DATE)
B. <u>Ezekiel Zenith</u> (DESK)	<u>Oct. 20, 1961</u> (DATE)	D. <u>Wm. Stitcher</u> (MANAGEMENT OFFICE)	<u>Oct. 21, 1961</u> (DATE)

11. APPROVED

David Roe
(REGIONAL EXECUTIVE OFFICER)

October 21, 1961
(DATE)

POSITION TITLE	POBT	POSITION NUMBER	OCCUPATIONAL CODE		STATUS	MIR	PART. AGENCY	GRADE		ACT.	PROJECT	SEQ. NO.	REMARKS
NAME		H.L. ELIG. RET. U. S.	E.O.D. DATE	A.P.P.	A/D	A/APP		GRADE	SALARY			SEQ. NO.	
COUNTRY X									333				
MIS DIR		1	A034000		A	A		R 1				30	
JONES JOHN		9 61	0 54 9 57		1	A		M 1	16060			30	
SECRETARY		2	A031800		A	A		S 10				40	
PEACH IRMA		9 61	7 57 9 57		1	A		S 9	6650			40	
EXEC OFF		5	A034100		A	A		R 3				80	
CHARLES CHARLES		N 61	0 57 N 57		1	A		R 3	13310			80	
SUPPLY ADVISOR		9	9200104		E	N		R 4				120	
EAKER EASY		5 60	6 53 3 57		3	N		S 2	12120			120	
CNTR		17	9051000		A	A		R 3				210	
ABLE ALBERT		4 60	0 54 1 56		2	A		R 3	12320			210	
PROG OFF		23	A030100		A	A		R 2				280	
BAKER ROBERT		0 61	6 53 7 57		1	A		R 3	12320			280	
TNG OFF		30	9171018		A	N		R 4		99	000	360	
STERN ISAAC		8 60	7 56 8 58		3	N		R 5	9240			360	
CMNTY DEV ADV		158	8010100		A	N		R 3		81	000	1810	
DOUGLAS DAVID		0 61	0 58 1 59		1	N		R 3	11990			1810	
ASST CMTY DEV ADV		159	8010101		A	N		R 5		81	000	1820	
GEORGE GENE		9 60	5 58 9 58		1	N		R 5	8140			1820	
CMTY DEV ADV AREA		220	8010103		D	N		R 4		81	000	1825	

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IV PROJECT PLANNING EXERCISE

INTRODUCTION TO PROJECT PLANNING

The material presented on the project covered in this exercise arbitrarily answers the most important technical questions which might be raised during this exercise. Your technical competence in the particular field of activity is therefore not required.

This exercise is designed to furnish you with a working experience in the use of Form ICA 10-140B, Project Work Plan (PWP). The PWP is used by USOMs to plan multi-million dollar hydro-electric construction projects in Korea. It is used to plan projects consisting of the attendance of a single consultant at a three-day health conference in Panama costing less than a thousand dollars. It is a basic program form used by the USOMs. A knowledge of its purpose and format is required for your effective operation in the field.

The PWP exercise you are about to undertake consists of two stages:

Stage 1 - Outside Preparation

Each member of the orientation class is given a copy of this material. You have approximately one week's time in which to read it and correct the "Final PWP", which is labeled "Document D".

The data to be studied are explained on the page entitled "Assignments", immediately following this page. Be sure to read the Assignment sheet carefully.

The value you receive from the total exercise is primarily dependent on the effort you spend in accomplishing Stage 1.

Stage 2 - Seminar Review

A panel of instructors---representing the Controller, Executive Officer, Program Officer, and Mission Director of USOM/X---will call upon you for your comments and discussion of the draft PWP.

To assist your comprehension during this and other orientation exercises, a "Glossary of Common ICA Terms" has been included in the Appendix.

NOTE: Certain material contained in this book is only partially needed for this exercise. However, it is furnished to provide you with a basic PWP kit. Complete sets of the ICA Manual are available in each USOM. Nonetheless, it will be to your benefit to have certain fundamental Manual Orders for your own immediate use. Keep them available. Certain additional material will be handed out during Stage 2. Attach it to this book.

BEST AVAILABLE

Project Planning Exercise

Assignment

Situation

For Stage 1 of this problem you are to assume the role of Dave Douglas, Chief, Agriculture Division, USOM/X. It is now May 25, 1960. The USOM Program Office has requested your division to prepare a draft PWP to insure the Mission Director that your project is well organized before an FY 61 OPAR is sent to ICA/W. You were away from the USOM on a field trip at the time this request was made. Upon returning, you are furnished a draft PWP (Document D) done by your Assistant who was assigned to do the job while you were away.

Assignment

You are to review the draft for omissions and/or corrections and make notes for use during Stage 2 of the exercise.

Files Available

In order adequately to review this PWP, you have called for and received the following documents, which were on file in your division:

- A. Memo from USOM/X Program Office, "Preparation of Community Development PWP"
- B. Memo from USOM/X Executive Officer: "Standard Implementation Lead Times - FY '61"
- C. Memo from USOM/X Controller: "Standard Costing Factors - FY 1961"
- D. Draft PWP XXX-81-037 for FY 1961 (the "Faulty PWP")

In the Appendix you will find the following:

1. Glossary of ICA terms.
2. Draft Manual Order 1053.6, "Project Work Plans". (It is not necessary to read the entire M.O. for this exercise, but do read it when actually preparing a PWP.)

Office Memorandum • UNITED STATES GOVERNMENT

TO : Mr. Dave Douglas, Chief
Agriculture Division

FROM : Bob Baker, Program Officer, USOM/X

SUBJECT: Preparation of Community Development PWP

DATE: April 29, 1960

The USOM is currently preparing its request for Operational Year Program Approval (OPAR) for its FY 1961 program, incorporating such changes from the program approved in the last Country Program Book as changes in the Countries situation in "X" dictate.

As you know, the Director, USOM/X with the concurrence of the Ambassador and ICA/W, has decided to honor a request by the Government of X to place considerable emphasis on Community Development. This is an area which is directly responsive to ICA's role in Country X of assisting in the promotion and maintenance of popular support and economic strength.

In order to obtain authority to move ahead rapidly in this field, it is imperative that you prepare an E-1 based on the community development survey report, for attachment to the OPAR. At the same time, you should complete your detailed planning of the project on a multi-year basis through preparation of a Project Work Plan so that a project agreement may be signed as soon as ICA/W advises approval of our OPAR and authorizes the USOM to proceed with program implementation.

Other divisions have been instructed to coordinate their availability of specialists from each of the contributing fields during FY 1961 with you in order to help meet the technical demands of this project. Your E-1 and Project Work Plan should be ready for review by May 20, 1960.

Office Memorandum • UNITED STATES GOVERNMENT

TO : All Staff, USOM/X

DATE: May 15, 1960

FROM : Chuck Charles, Executive Officer, USOM/X

SUBJECT: Standard Implementation Lead Times -- FY '61

The following lead times have been developed from previous experience and should be used in planning project schedules for FY 1961.

1. Participants: PIO/Ps must be submitted to ICA/W at least six (6) months prior to the date you plan to have the participant leave Country X.
2. Technicians: SPARs must be submitted to ICA/W at least seven (7) months prior to the time you desire the technician "on board" in USOM/X.
3. Contracts: PIO/Ts for initial contracts must be submitted to ICA/W at least eight (8) months prior to the time you desire the contract party to arrive in Country X. PIO/Ts for contract extension must be submitted at least four (4) months prior.
4. Commodities: PIO/Cs requiring ICA/W processing must be submitted to ICA/W at least twelve (12) months prior to the time you wish the commodities to arrive in Country X. PIO/Cs to be submitted directly to GSA must be submitted at least 6-9 months prior to desired arrival in Country X.

Office Memorandum • UNITED STATES GOVERNMENT

TO : All Staff, USOM/X

DATE: April 23, 1960

FROM : Albert Able, Controller, USOM/X

SUBJECT: Standard Costing Factors -- FY 61

FY '61 fund numbers for USOM/X are: Appropriation: 72-111025
Allotment: 004-50-XXX-05-69-12

The following constitutes the latest average cost experience of the USOM and will be used where appropriate in the preparation of all program cost estimates until further notice. These averages should only be used in the absence of known factors.

a. Salary and Differential -- U.S.

	<u>Annual</u>	<u>Monthly</u>
FSR-2	\$15,800	1,300
FSR-3	13,200	1,100
FSR-4	10,500	875
FSR-5	9,200	760
FSR-6	7,200	600
FSR-7	5,900	500
FSR-8	5,200	430
FSS-10	5,600	460
FSS-11	4,900	410
FSS-12	4,600	
FSS-13	4,100	

b. Salary -- Locals

	<u>Annual</u>	<u>Monthly</u>
Drivers, Mechanics, Guards	\$ 600	\$ 50
Clerk Typists, Junior	720	60
Clerk Typists, Senior	960	80
Clerk Stenographers	1,140	95
Drivers/Interpreters	1,000	83

c. International Travel

Employee Only (includes ICA/W orientation, travel and weight allowances)	-- \$1,800
Adult Dependent	-- 1,500
Minor Dependent	-- 800
Average Employee (wife and 2 minors)	-- 4,700

d. Rental Allowances

	<u>Monthly Married</u>	<u>Annual Married</u>	<u>Monthly Single</u>	<u>Annual Single</u>
FSR-2 through 4	200	2400	160	1920
FSR-5 through 8	150	1800	120	1440
FSS-10 through 13	100	1200	80	960

e. Schooling Allowances (per child)

	<u>Annual</u>	<u>Semi-Annual</u>
High School	400	200
Grade School	300	150

f. Local Travel - Employee

per diem -- \$9 per day
 travel average trip -- \$110

g. Miscellaneous Professional Supplies and Equipment
 for Technicians

USOM Annual Allowance -- \$1000

h. Participants

	(United States)	(3rd Country)
3 mo.	\$5,400	\$500 Per Month
4 mo.	5,700	
5 mo.	6,100	
6 mo.	6,500	
each additional month	500	

Form ICA 10-146b 7-59		REVISION NO.	DATE PREPARED May 18, 1960		PROJECT WORK PLAN				COOPERATING COUNTRY COUNTRY X		PROJECT NUMBER XXX-81-037		E-3 A					
WORK PLAN SCHEDULE									PROJECT TITLE National Community Development Service									
Legend: //// - Planned #### - Actual		FISCAL YEAR 1960		FISCAL YEAR 1961		FISCAL YEAR 1962		FISCAL YEAR 1963		FISCAL YEAR 1964		USOM/X plans to continue support of this project until one year following full establishment of the NCDS at which time U.S. assistance will be terminated.						
STEP NO.	WORK PLANNED	JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND		JFM	AMJ	JAS	OND	JFM	AMJ
6	Provision of U.S. assistance to project	#####	////	////	////	////	////	////	////	////	////		////	////	////	////	////	////
5	Same procedure for southern districts					////	////	////	////	////	////		////	////	////	////	////	////
4	Same procedure for northern districts					////	////	////	////	////	////		////	////	////	////	////	////
3	Establish administrative and operating program in villages of central districts					////	////	////	////	////	////		////	////	////	////	////	////
2	Establish national headquarters for administration of NCDS					////	////	////	////									
1	Survey need for nation-wide community development service	#####																

Form ICA 10-143B 7-59	REVISION NO.	DATE PREPARED	PROJECT WORK PLAN																COOPERATING COUNTRY	PROJECT NUMBER	E-3 DT
	TECHNICIAN SCHEDULE		May 18, 1960	1960				1961				1962				1963				COUNTRY X	
		National Community Development Service																PROJECT TITLE			
Legend: // - Planned A - Arrived at Post C - Candidate Cleared With CC		### - Actual S - SPAR Submitted T - Tour Completed		FISCAL YEAR				FISCAL YEAR				FISCAL YEAR				FISCAL YEAR				REMARKS	
Step in Work Plan	Description of Technician			JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ		
1	Chief Comm. Development Advisor															Chief and assistant advisor's positions to be terminated upon completion of project.					
2	Occupation Code 8010100																				
3	Position No. 158. FSR 3 to serve as Chief Project Advisor. Position to be filled throughout U.S aid to the project. Incumbent: Dave Douglas			A #####				/////				/////									
4	Planned/Actual Cost (\$1,000's)			19/19				19/				19/									
2	Assistant Comm. Development Advisor															3 field advisors to remain until all districts in their area have a functioning program.					
3	Occupation Code 8010101																				
4	Position No. 159. FSR 5 to assist Chief Advisor in working with the headquarters administrative staff of GOX NCDS			##				/////				/////									
5	Planned/Actual Cost (\$1,000's)			10/10				14/				14/									
3 or 4 or 5	3 Field Comm. Development Advisors															3 field advisors to remain until all districts in their area have a functioning program.					
4	Occupation Code 8010103, FSR 4																				
5	to work with GOX District NCDS Chiefs. Each advisor will be responsible for advising district chiefs in the one area; i.e., central, northern or southern regions							S C A				/////									
5	Planned/Actual Cost (\$1,000's)											48/				48/					
TOTAL THIS SCHEDULE THROUGH THIS SHEET (\$1,000's)				29/29				33/				81/				81/					

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Form ICA 10-145B 7-59	REVISION NO.	DATE PREPARED	PROJECT WORK PLAN				COOPERATING COUNTRY	PROJECT NUMBER	E-3 DC						
	COMMODITY SCHEDULE						COUNTRY X	XXX-81-037							
			PROJECT TITLE												
			National Community Development Service												
Legend: <u>////</u> - Planned I - Installed at Project O - Obligated		#### - Actual D - Delivered at Port of Origin P - PIO/C Submitted		FISCAL YEAR		FISCAL YEAR		FISCAL YEAR		FISCAL YEAR		REMARKS			
				1960		1961		1962		1963					
Step in Work Plan	Description of Commodity			JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ
3	31 Jeeps with 1/4 ton trainers (commodity code 780)							P							
4	8 Trucks 2 1/2 ton							/							
5	(commodity code 780)							/							
Planned/Actual Cost (\$1,000's)									137/						
Planned/Actual Cost (\$1,000's)															
Planned/Actual Cost (\$1,000's)															
TOTAL THIS SCHEDULE THROUGH THIS SHEET (\$1,000's)									137/						

Vehicles to be used by U.S. technicians and COX personnel in making their rounds.

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Form ICA 10-148 7-59	REVISION NO.	DATE PREPARED May 18, 1960	PROJECT WORK PLAN				COOPERATING COUNTRY COUNTRY X	PROJECT NUMBER XXX-81-037	E-3 DCC										
	COOPERATING COUNTRY SCHEDULE						PROJECT TITLE National Community Development Service												
Legend: ///// - Planned B - Beginning of action \$1. =		#### - Actual C - Completion of action	FISCAL YEAR 1961		FISCAL YEAR 1962		FISCAL YEAR 1963		FISCAL YEAR 1964		REMARKS								
Step in Work Plan	Description of Action		JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ		JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ
2	Recruit staff of NCDS National Headquarters		/////																GOX activity in FY 61 will consist of the recruitment and placement of the various VLW's, and the headquarters staff. Such recruitment at the fastest rate possible. Indicated GOX cost covers one year's salaries, travel and other costs of NCDS Headquarters personnel. Future cost will be estimated as plans become more firm.
Planned/Actual Cost (1,000's of)			125/																
3 4 5	Recruit personnel and establish necessary number of district offices in central, northern and southern areas		/////				/////		/////		/////		/////		/////		/////		
Planned/Actual Cost (1,000's of)							uncertain		-		-								
Planned/Actual Cost (1,000's of)																			
Planned/Actual Cost (1,000's of)			125/																
TOTAL CC COST THROUGH THIS SHEET (1,000's of)																			

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Form ICA 10-150 7-59	REVISION NO.	DATE PREPARED May 18, 1960	PROJECT WORK PLAN	COOPERATING COUNTRY COUNTRY X	PROJECT NUMBER XXX-81-037	E-3 E
	ECONOMIC AND TECHNICAL ANALYSIS			PROJECT TITLE National Community Development Service		

A. Bases and Objectives of Project

This project was started in FY 1960 and was then titled Community Development Survey. During FY 60 its activity consisted of a U.S. chief community development advisor and one assistant, who helped three members of the Country X Ministry of Planning and Development in studying the desirability, opportunity, and various methods possible in undertaking an organized community development program and presenting a proposal for action. This Project Work Plan reflects USOM/GOX understanding to undertake, with some slight modification, the recommendations of the Survey Report.

As proposed herein, this project envisages the establishment of a National Community Development Service (NCDS) constituted as a bureau within the Ministry of Planning and Development.

The principal function of the NCDS will be:

1. To provide a field staff of NCDS village level workers (VLW) assigned on the basis of one man per ten villages or ten thousand population. The functions to be assigned to the VLW's are:

a. To stimulate interest in and assist villagers in organizing community or village level self-help activities. Such activities are to encompass improvements in every activity of their life and livelihood and at the same time are to develop fundamental democratic procedural and organizational experience at the village level.

b. To channel community requests for specified technical assistance to the NCDS district offices mentioned below.

c. To prearrange meetings, demonstrations, locations and otherwise assist specialists from the NCDS district offices in imparting to members of the communities their specialized technical information.

2. To provide NCDS district offices throughout Country X. Each district office will have a manager, an administrative staff (fiscal, supply and transport, communications), several specialist teams, and several VLW supervisors.

The manager of a district office is responsible to the NCDS for all NCDS activities in his geographical area. They supervise the VLW teams through the four VLW supervisors. They arrange through the administrative staff for the logistical support of the VLW's and the specialist teams. The functions of the specialist teams is to carry on the standard type of extension activities in agriculture, health and education.

3. To provide a NCDS headquarters staff. This staff will be responsible to the Ministry of Planning and Development for the effective functioning of the NCDS. It will plan and administer the program through its fiscal and administrative staffs. Annually it will submit a report of past activities and future plans to the NCDS Board. The NCDS Board is chaired by the Minister of Planning and Development and has membership consisting of the Ministers of Agriculture, Health and Education. The Board is charged with broad policy direction of the NCDS.

As described above the establishment of the NCDS envisages a large staff spread over the entire Country X. Due to Country X's scarcity of foreign capital, USOM/X contribution to this project will consist of the furnishing of U.S. technicians and the furnishing of operating vehicles for the service.

B. Significance of Project in Country Development Program

This project is related to joint GOX-USOM activities in agriculture, health and education. The significance of this project to the country development program rests on the means whereby this project attempts to draw into the national development effort 90% of the population now living in the villages.

C. Resources Required

USOM work involved in this project calls for the provision of five U.S. advisors and the operating vehicles for the NCDS. Two advisors are already on board and the others will be requested as soon as possible. Due to limitation of funds available to USOM/X for this project during FY 61, only \$137,000 is available for the purchase of vehicles. These vehicles will be procured as early as possible and distributed throughout the field units of the NCDS at which time a determination will be made of the number of vehicles needed in future years. GOX activity will consist in the recruitment and placement of the various VLW's, NCDS district offices and headquarters staff. Such recruitment and progress to proceed at the fastest rate possible.

Form ICA 10-151 7-59	REVISION NO.	DATE PREPARED May 18, 1960		PROJECT WORK PLAN			COOPERATING COUNTRY COUNTRY X	PROJECT NUMBER XXX-81-037	E-3 F
	SUMMARY FINANCIAL PLAN						PROJECT TITLE National Community Development Service		
SOURCE OF FUNDS (All figures in thousands)		FISCAL YEAR 1960	FISCAL YEAR 1961	FISCAL YEAR 1962	FISCAL YEAR 1963	FISCAL YEAR 1964	FISCAL YEAR 1965	TOTAL	
ICA (\$)	TECHNICIANS	20.7	33.0	81.0	81.0	81.0	81.0	296.7 *	
	PARTICIPANTS	-	-	-	-	-	-	-	
	COMMODITIES	-	137.0	-	-	-	-	137.0	
	CONTRACT SERVICES	-	-	-	-	-	-	-	
	OTHER COSTS	-	-	-	-	-	-	-	
	TOTAL	20.7	170.0	81.0	81.0	81.0	81.0	433.7 *	
COOPERATING COUNTRY	\$1. = PT 100 .	-	-	-	-	-	-	-	
	TOTAL LOCAL CURRENCY ()	-	12,500.0	*	*	*	*	*	
	NATIONAL REVENUE ()								
	COUNTERPART ()								
	LOANS OR GRANTS OF U.S. OWNED LOCAL CURRENCY ()								
DOLLAR EQUIVALENT (\$)		125.0	*	*	*	*	*		
OTHER AGENCIES	\$1. = £ 2.70								
	DOLLAR EQUIVALENT (\$)								
GRAND TOTAL (\$ AND (\$) EQUIVALENT								* See Explanation of Financial Plan	

Form ICA 10-152 7-59	REVISION NO.	DATE PREPARED May 18, 1960	PROJECT WORK PLAN	COOPERATING COUNTRY COUNTRY X	PROJECT NUMBER XXX-81-037	E-3 F
	EXPLANATION OF FINANCIAL PLAN			PROJECT TITLE National Community Development Service		
<p>The foregoing Summary Financial Plan represents estimated totals only through FY 1965 since it is now impossible to estimate when U.S. assistance to the project will terminate.</p> <p>GOX costs are firm for FY 1961 but future costs will have to be estimated as plans become more firm.</p> <p>U.S. costs should remain constant throughout the life of the project or may even increase under certain circumstances.</p>						

APPENDIX

Glossary of Common ICA Terms

This is not a complete list of all abbreviations and terms which you will encounter during your tour overseas, or even during your orientation here in Washington. It does, however, attempt to furnish you with the most common expressions in order to give you a running start in learning the others.

When you have studied all of the definitions, then the following message should be easily translatable into more common English. Give it a try:

"Karachi TOICA 98. Refer ICATO 27 and TOICA 63 and A-32. Basis NFCR contained ICATO 27 USOM/P issuing E-1 XXX-13-100. Expect GOP sign PROAG March 12. Basis USOM flexibility M.O. 1051.1, will issue PIO/C March 14 direct GSA against FY '60 DS funds for equipment listed TOICA A-32. Will appreciate ICA/W efforts expedite."

The following listing is not alphabetical but grouped by subject matter for more ready understanding.

Organizational Units

ICA - The International Cooperation Administration.
ICA/W - The Washington headquarters of ICA.
STATE - The Department of State.
USIA - The United States Information Agency.
USIS - United States Information Service Office in the field, e.g. USIS Library in Bogota.
DOD - The Department of Defense.
MAAG - Military Assistance Advisory Group in a country responsible for the military program.
USOM - United States Operations Mission. ICA field office or overseas Mission. Specific Missions are referred to by adding the name of the capital city, e.g., USOM/Baghdad, or the initial of the country, e.g., USOM/I for Iraq.
AMEMB - American Embassy. Like USOM it is usually followed by a city name.
AMCONGEN - American Consulate General. Again usually followed by a city name.
GSA - The General Services Administration.
GOX - Government of the cooperating country, e.g., GOP - Government of Pakistan.
Cooperating Country - A country in which ICA is conducting a joint program.
Cooperating Agency - A specific agency of the cooperating country which is conducting a project in cooperation with ICA.

Participating Agency - A U.S. agency which assists ICA in conducting the Mutual Security Program; e.g., U.S. Bureau of Mines, which details personnel for overseas service in ICA, trains cooperating country participants brought to the U.S., furnishes technical advisory service to ICA's industry staff.

Cooperative Service - A service agency jointly administered through co-directors from both the cooperating country and the USOM, which is financed by deposit of actual funds from both countries into a joint, commingled account.

Communication References

TOICA - Pronounced "too-icka". Means a message sent to ICA/W. It is usually preceded by a post name, e.g., KARACHI TOICA, and followed by a chronological number. Cables and Airgrams are numbered in individual series for individual posts. The Airgram series is indicated by an "A" prefixed to the number, e.g., Karachi's twelfth Airgram to ICA/W would be KARACHI TOICA A-12, the twelfth Cable would be KARACHI TOICA 12. Where the context leaves no room for doubt the post name is often omitted for the sake of brevity.

ICATO - Pronounced "icka-too". Means a message sent by ICA/W to a USOM. It is numbered in similar fashion to TOICA messages. In addition, ICATO messages also have circular series where the same message is sent to several Missions. These are designated as follows:

- ICATO CIR - All missions
- ICATO CIR N - All missions in the Near East/South Asia Region
- ICATO CIR F - All missions in the Far East
- ICATO CIR L - All missions in Latin America
- ICATO CIR E - All missions in the Africa/Europe Region

These Circulars can be either Cable or Airgram, and their number is preceded or not preceded by an A accordingly.

An ICATO CIR X - is a message sent to any three or more miscellaneous Missions without conforming to regional pattern.

Forms and Actions

Airgram - A message sent on a standard ICA form by air pouch. Cables and Airgrams constitute the two official forms for communication between ICA/W and the USOMs.

M.O. - Manual Order. An official standing order of ICA. They are numbered and indexed. Usually several sets of the complete ICA Manual of Operations are available in each USOM.

NFCR - No Further Clearance Required. This is an ICA expression used to designate to a USOM that ICA/W requires no further review of a project and that the USOM may negotiate a project agreement and implement the project without further clearance from ICA/W.

Greenprint - a term used to describe the ICA programming process, whereby the size and composition of each country program is determined. The chief tool in the Greenprint process is the "Country Program Book", which is submitted annually by the USOM and revised frequently in order to keep it up to date. The procedures for formulating, submitting, reviewing and approving the budget year program in the Country Program Book (CPB) are described in M.O. 1021.2.

Blueprint - a common term applied to both the procedures and forms used by ICA in the administration of project-type assistance. Blueprint forms include PWPs, E-2s, PROAGs, PIOs, and SPARs. Common expressions are: "it complies with Blueprint" and "use standard Blueprint documentation". The Blueprint process begins after the Greenprint process has been completed.

PWP - Project Work Plan. The field planning document by which the USOM describes the estimated costs, composition and work plan for a project through its entire life.

E-1 - Project Description Form. The form submitted by USOMs to ICA/W which describe projects for approval purposes. The data set forth on the E-1 provides ICA/W with all information essential for approval of the project.

PROAG - Project Agreement. Refers to the forms and to an agreement itself, e.g., "The PROAG on that project hasn't been signed yet". The formal document by which the USOM and the cooperating government agree to a joint plan of action and undertakes to commit specific resources for a stated purpose.

E-2 - Status of Cooperative Service Funds. A table which presents a list of all projects in a specific Cooperative Service and summarizes the status of funds, supplementing the E-1 for this Cooperative Service.

PIO - Project Implementation Order. Forms for the ordering of project requirements. Three types of PIOs exist: PIO/P, PIO/T, and PIO/C. In essence, the SPAR is also a PIO.

PIO/P - PIO for Participant Training

PIO/T - PIO for Contract Technicians or Contract Services

PIO/C - PIO for Commodities

OPAR - Operational Program Approval Request. A package of forms which serves as the document by which (1) USOMs request Program Approval for operational year implementation, (2) ICA/W Regional Offices review, revise (where necessary) and submit recommendations to higher echelons, and (3) ICA records Program Approval for advice to the field.

SPAR - Staffing Pattern Action Request. This is a form used when a USOM wants to establish, modify, or eliminate a position listed on the Mission's Staffing Pattern. The Staffing Patterns are maintained and reproduced in Washington by means of IBM electric data processing equipment.

Non-Project Aid Forms - There are several of these forms, the more common of which are the PAA, the PA, and the PA/PR. Less common forms deal with local currencies.

PAA - Procurement Authorization Application. Form used by the cooperating country and the USOM in applying for non-project commodity imports.

PA - Procurement Authorization. Form used by ICA/W in approving and authorizing the cooperating country to procure the non-project commodities commercially.

PA/PR - Procurement Authorization/Purchase Requisition. Form used by ICA/W in approving and authorizing a U.S. agency to procure and ship to the cooperating country the non-project commodities.

Programming and Fiscal Terms

FY - Fiscal Year. The U.S. government financial year beginning July 1, and ending June 30. The number of the FY is determined by the number of the calendar year (CY) in which the FY ends., e.g., FY 1959 began July 1, 1958 and ended June 30, 1959.

Appropriation - Funds made available by Congress for specific purposes. Each year ICA receives appropriations for several different purposes. Numerical symbols are adopted for identification of each appropriation. Fiscal documents, for accounting and control purposes, always identify the funds by such symbol.

Allotment - Funds allotted or made available by the Director, ICA, to various individuals (e.g., a USOM Director) for obligation and expenditure. Allotments are made within the limits of the appropriations. Like appropriations, allotments are identified by numerical symbols for accounting and control purposes.

Administrative Reservation - The reservation of funds in a particular account without obligation of the funds.

Obligation - The commitment of the U.S. to make a payment at some future date.

Expenditure - A payment of funds, usually in liquidation of an obligation previously made.

Pipeline - Fiscal pipeline refers to those funds which have been obligated but not yet expended.

Sub-obligation - Within ICA, the term is used primarily in connection with project type activity. The signing of a PROAG obligates certain funds. The issuance of a PIO against the funds obligated in the PROAG constitutes a sub-obligation of such funds.

Initiated Document - A document, usually submitted by a USOM to ICA/W, which makes a proposal but which does not constitute approval. Thus a USOM initiated PIO/T is one sent to ICA/W for approval.

Work Sheet Document - Same as an initiated document.

Issued Document - A document reflecting final approval. When ICA/W approves an initiated PIO/T, it "issues" the PIO/T. Under an NFCR, a USOM may "issue" most of its implementing or Blueprint documents.

Participant - A cooperating country national sent to the U.S. or a third country for formal or observational training.

Technician - An individual brought to the cooperating country to furnish technical assistance. Technicians may be: ICA direct-hire technicians; participating agency technicians; contract technicians.

Contract Services - Services to be procured by contract. Contracts almost always provide for the furnishing of technicians but may include the contractor's undertaking the training of participants and the procurement of commodities.

Commodities - Supplies and equipment.

Other Costs - Miscellaneous costs of a project, such as local (within country) travel, locally procured supplies, local employees.

Local Employee - A person recruited locally in the cooperating country.

Local Currency - Currency of the cooperating country, either U.S.-owned or otherwise.

Counterpart Funds - Funds owned by the cooperating government deposited to a special account and usable only with ICA concurrence.

Actual Year - Refers to the previous fiscal year.

Operational Year - Refers to the current fiscal year.

Budget Year - Refers to the next fiscal year.

Project Work Plan Instructions

The instructions contained in the following yellow pages pertain to the use of Project Work Plan forms and are in the form of a draft Manual Order currently the subject of an agency-wide review. Prior to the issuance of a governing manual order on this subject which will set forth a definitive procedure, the instructions contained in this draft Manual Order may be of help to technicians in developing preliminary Project Work Plans.

Instructions for Preparation
of
Multi-Year Project Work Plan

I. Function

The multi-year project work plan is designed to show in broad detail the scope and dimensions of a project throughout its entire life - its cost, organization, individual components, and the phasing and scheduling of execution. It will supplement in work plan detail the E-1 project description submitted annually in the Country Program Book to request ICA/W approval for project activities scheduled to be undertaken in the next fiscal year.

Thus, the multi-year project work plan serves as bilateral documentation of the plans by which the USOM and the cooperating country will undertake a project. These plans, subject to revision as necessary or desirable, spell out in work plan detail the various steps and individual actions required of each party during the full life of the project.

Together with the E-1, it will serve as a base against which project agreements and other documents, obligating funds of the ICA and the cooperating country, are prepared and signed. At the discretion of the USOM, the detailed multi-year work plan may be incorporated as part of the project agreement, serving to record agreement in principle on the scope of the activities planned to be undertaken, subject to the availability of U.S. and cooperating country funds.

Several of the forms may be used in a secondary role to report project progress, simply by up-dating the form on a quarterly, semi-annual or whatever time basis is desired.

The work plan may, at the discretion of the USOM, be revised annually. Such a revision would constitute reconfirmation on the part of ICA and the cooperating country (subject to any changes incorporated) of their approval of the plans for the project, and would constitute at the same time a mutual statement (verbally and graphically presented) of the progress made in execution of the project. The changes incorporated would reflect changes introduced during the actual year and those proposed for the future.

The work plan, as a whole, will serve as a supplement to the E-1, furnishing additional information to ICA/W where in those limited cases the E-1 does not present sufficient information for ICA/W to determine approval or disapproval of the project. The work plan is primarily a field document, however, prepared by the field for field use.

II. General

A multi-year work plan will be prepared for each project whose period of execution will require the obligation of U.S. funds in more than one fiscal year, and will thus require a formal request for ICA/W approval in more than one year.

Such work plan will be initiated at the time of preparation of E-1 for all new projects and prior to the signing of project agreements for all continuing projects. This work plan will assist the USOMs in establishing the basic documentation needed to meet the requirements of Section 517 of the MSA Supplemental Appropriation Act of 1955 for completion of plans and cost estimates.

Responsibility for preparation and maintenance of the work plan will lie with the project technical adviser under the supervision of his respective technical division chief. A copy of each such work plan and any major revision will be filed with the USOM program office and the USOM Controller for their information. A broader distribution within the mission may be made at the discretion of the USOM, based on its organization and operational relationships. Project work plan schedules are provided on hectomaster forms for this purpose.

Whether or not used by the mission as an appendix to the project agreement, the multi-year work plan should be prepared jointly with the cooperating government and the latter's agreement in principle to the scope and composition of the project should be recorded on the document by signature of the appropriate cooperating government official.

In a bilateral aid program, project plans are only as good as the firm intentions of the least convinced party. Only by joint planning, can ICA fully comply with Section 517 of the Mutual Security Act for completion of plans and cost estimates and implement fully successful projects. As a general rule, if the cooperating country does not agree completely with the scope of the project and does not indicate its intention to fully carry out its share, the project should be reduced to the magnitude which the cooperating country will agree to or be eliminated before the U.S. obligates funds.

III. Requirements for Use of the Project Work Plan

The project work plan forms have been designed to facilitate the process of development, review and implementation of mission projects. Missions should consider them, therefore, as an aid to project operations rather than a formal paperwork requirement. The extent to which these forms are used is to be determined in the first instance by the mission director at each post, and in the second instance by the occasional requirement of ICA/W for detail on exceptional projects. In some missions the mission director may wish to require this documentation in its entirety for all mission projects. The following table may be used as a guide in the determination of requirements for use of the project work plan schedules:

Project Work Plan Tables

Size of Project			<u>E-3</u>	<u>E-3</u>	<u>E-3</u>	<u>E-3</u>	<u>E-3</u>	<u>E-3</u>
			A	B	C	D	E	F
0	\$25,000	<u>1/</u>	O	O	O	O	O	O
over	\$25,000	<u>2/</u>	R	R	O	A	R	R

Legend: R = Required

A = Required where appropriate

O = Optional

1/ 0 - \$25,000 refers to any project in which the total U.S. dollar contribution will be less than \$25,000.

2/ Over \$25,000 refers to any project in which the total U.S. dollar contribution will be more than \$25,000 or any project that will require the commitment of U.S. dollar funds for three or more years.

The project work plan is only required, of course, for projects requiring financing for more than one fiscal year so that a large number of small participant-only projects will automatically not require this documentation. In short, it is ICA/W desire to delegate to a mission director the maximum responsibility for use of the project work plan. He may decide on what types of projects full documentation will be required and on what types partial documentation will be required; the goal in all cases being to have documentation requirements which are of maximum utility to mission operations and of minimum nuisance value.

IV. Special Instructions for Preparation of Multi-Year Project Work Plan

The detailed multi-year work plan consists of the following six sections:

- a. Work Plan Schedule

- b. Accomplishment Indicator
- c. Organization Plan for Project Administration
- d. Detailed Element Schedules Including Cooperating Country
- e. Economic and Technical Analysis
- f. Explanation of Financial Plan

These sections taken together with the E-1 provide a comprehensive explanation and description of any project from the most simple to the most complex. Certain single element projects, e.g. participants only, or other simple projects, primarily technical cooperation, may not require all of the above schedules for a full description of the project. Each USOM will use its own discretion in deciding what schedules will be required for each project in preparing the multi-year work plan.

A. Work Plan Schedule

The work plan schedule lists the major steps to be accomplished in execution of the project. Such steps are to be listed sequentially in order of their proposed accomplishment, with an indication of the projected time required for their accomplishment and the approximate dates of beginning and completing action.

Such steps might include, for example, in the case of a national community development service:

- a. Establishment of a national headquarters in an appropriate ministry or agency of the cooperating country.
- b. Establishment of a training school to instruct village level workers.

- c. Establishment of provincial offices in Provinces "X", "Y", and "Z".
- d. Establishment of village community development centers in all villages in Province "X";

or in a technical cooperation project, such steps might include:

- a. Survey of organization and management of the Ministry of Agriculture.
- b. Preparation of report making recommendations for reorganization.
- c. Action to bring about reorganization.
- d. Evaluation of success of reorganization and effectiveness of changes introduced.

The steps referred to above are defined as major accomplishments as distinguished from individual actions necessary in the implementation of an individual step. These latter actions - e.g., obtaining of school site, issuing invitations to bid, completion of construction, etc., are covered in the preparation of element schedules.

B. Accomplishment Indicator

This schedule portrays the activity target of the project and a projection of anticipated accomplishment throughout the life of the project. For example, in a milk production and processing project, the end purpose of the project is the distribution of "X" tons of processed milk. The output might be measured, say, from an initial 100,000 tons per day in the middle of project life to 500,000 tons per day at the completion of the project. Such accomplishment and the projected

time schedule should be shown graphically where appropriate. Comment should be made on factors advancing or delaying the scheduled rate of project accomplishment.

C. Organization Plan for Project Administration

An organization plan for project administration should be prepared in tabular form for all major projects showing the proposed staff of the cooperating country required to implement the project, their chain of command, key points of responsibility, and the relationship of the USOM project adviser to the cooperating country project directors. Such a table will serve as a convenient management tool to pinpoint deficiencies and weaknesses in the project staffing and organization pattern where they exist, and to demonstrate to the cooperating government the necessity and means of correcting them.

D. Detailed Element Schedules

1. Purpose

Detailed element schedules are prepared to show each element necessary to project implementation, the proposed source of contribution (whether ICA, the cooperating country, or other agencies) and the scheduled appearance of the element at the appropriate stage in the life of the project.

Estimated project costs are summarized and a detailed presentation is made of the capital costs of project establishment and the annual recurring costs to be borne as continuing

expenses by the cooperating country. Both dollar and local currency costs are fully reflected in the presentation of project elements.

2. General

All detailed element schedules are to follow a certain common treatment. They provide a brief description of the element required, show when it is required, its estimated cost, its relation to specific steps in the Work Plan Schedule, and optionally the precise actions in time necessary to accomplish the implementation of the element described. This is accomplished by introducing a time graph covering the life of the project in fiscal years and portraying the life-span of the element from the Project Implementation Order stage through the completion of its use in the project. By the use of an appropriate legend, symbols may be introduced at appropriate points in time, scheduling the necessary actions to be undertaken to obtain project requisites in an orderly time sequence, e.g. proposed date of issuance of PIO, arrival of element at project site, etc.

At the time revisions are made, such a format facilitates the recording of actual progress vis a vis the proposed schedule, by making an entry to indicate actual accomplishment. Similarly, for each item the element schedule, the estimated cost may be followed by a slant line and the actual cost entered, as obligations or sub-obligations are recorded for each fiscal year of project life. Notes or remarks may

be added to report progress, explain delays in implementation according to schedule, show the details of cost breakdown for local currency (U.S. owned PL 480, counterpart, national revenues of the cooperating country, etc.), to show annual recurring costs, etc.

The amount of detail to be included in the preparation of each element schedule will of course vary from project to project, to the extent that the individual project is susceptible to detailed advance planning. The detail proposed in the following discussion, e.g. three digit commodity code, should be followed for the operational and budget year segments of the project and to the extent feasible should be extended to remaining years of project life. However, it is recognized that projections beyond the operational and budget years will necessarily be less firm in time and in the detail of element specification, and it is expected that this will be reflected in the presentation of element schedules.

3. Instructions for Preparation of Individual Schedules

a. Technicians

For each technician whose services are required for the project, list the descriptive position title followed by the occupational code of the position (see M.O. 333.3), enter the position number as reflected on the mission staffing pattern, (if established), and the grade proposed, with estimated costs for each fiscal year the technician will be needed. Estimated costs should include base salary

and allowances, travel and transportation to post of technician, and, where applicable, of dependents and household effects.

Short term technicians and consultants should be included. Indicate whether technician is U.S. or third country. Only direct hire dollar funded personnel should be shown on this schedule. Show the number of months the position will be required during the life of the project, with the proposed date of submitting SPAR, arrival at post, completion of duty dates, etc.

b. Participants

For each type of dollar funded training required by the project, describe in an individual entry the type of training desired. Indicate the number of participants and whether the training will be contract or non-contract. State the estimated costs and show the proposed duration with the dates of significant actions where appropriate, e.g. PIO/P submitted, call forward notice, training started, etc.

c. Commodities

In this schedule describe in at least three digit commodity code detail all supplies and equipment required for the project through off-shore procurement. Specify the commodity unit and the number of units desired. Each major category should be described and an estimate made of landed cost for commodities proposed for each fiscal year. Indication should also be made of the proposed source and channel of procurement.

Show the estimated date the particular commodity is required at project site and work backwards in time to determine the date by which the PIO/C must be submitted to ensure scheduled arrival of the commodity at the project.

d. Contract Services

Use this schedule to describe personal and other services to be secured under contract through U.S. or third country contractors. Cite the estimated cost for each fiscal year of each service proposed and the duration of contract activity. In addition to the beginning and end of contract activity in the cooperating country, USOMs may wish to indicate the date of submission of the PIO/T, and estimated date of contract signature to ensure that adequate lead time is scheduled.

If the contract service is for a major multi-element or multi-phase activity, this should be included in the description of the contract service proposed. The timing of each phase or element will be detailed in the Work Plan Schedule.

e. Other Costs

This schedule should describe all items and activities to be financed by ICA with dollars not described in the preceding schedules.

Such costs would include such items as local personnel, services, capital equipment, and operating supplies for the project. The cost of each item should be indicated by the fiscal year in which obligation is expected to take place and the point in time shown when such labor, service or commodity is to be applied to the project.

By using an appropriate legend the mission may at its discretion show when the item desired should first be ordered or contracted for, in order to ensure its availability on schedule for project use.

f. Cooperating Country

This schedule describes in time sequence the activities to be undertaken by the agency responsible for implementation, i.e. the appropriate agency of the cooperating country. Each action should be listed in order of its scheduled implementation, e.g., selection and purchase of building site, invitation of bids for construction and letting of contract, undertaking and completing construction, development and passage of legislation necessary for successful development of the project, etc. Show the duration of each action as it extends in time from the proposed date of commencement through estimated completion date.

The estimated costs should be stated in the U.S. fiscal year in which they will occur and should be shown in local currency units. The appropriate exchange rate should be indicated on the schedule. Indication should be made of the source of local currency financing under this schedule - whether national revenue, counterpart, or grants or loans of U.S. owned local currency. Include also, a statement of the annual costs of operation, maintenance, and replacement which the cooperating government will have to bear, if any, following establishment of the project and the termination of ICA assistance.

g. Other Agencies

In the event other agencies, e.g. Ford Foundation, United Nations, etc., are contributing technicians, training or other elements to the project, list the contributing agency and such elements on this schedule, indicating their relation to the appropriate step in the work plan, the estimated cost of each in dollar equivalents, and the proposed dates of beginning and completing each action.

E. Economic and Technical Analysis

This section should present an assessment of the technical and economic feasibility of the project. Note should be made of the adequacy and availability of all project requisites, labor and skills, raw materials, power, etc., for implementation of the project and how any shortfall is proposed to be handled.

Describe the adequacy or inadequacy of existing legislation as it affects the project activity. Where applicable, describe the effect of the project and its end product on the economy, such as the need for foreign exchange for raw materials for operation purposes, etc.

Make a citation of all relevant supporting studies of economic or technical nature undertaken in relation to the project which would demonstrate its feasibility or need.

F. Explanation of Financial Plan

The Explanation of Financial Plan should discuss any considerations necessary to an understanding of the financial implications of the project.

In order to show at a glance proposed financing throughout the life of the project a Summary Financial Plan Schedule should be prepared. On this schedule, summarize the source and amount of anticipated financial contributions for each year of the project and in total as follows:

(1) ICA

Indicate separately the proposed ICA dollar costs for technicians, participants, commodities, contract services, other costs, and total.

(2) Cooperating Country

Indicate the local currency costs broken down by source into national revenue, counterpart, and loans or grants of U.S. owned local currency. Include a total expressed in local currency units and a total expressed in dollar equivalents. Note the exchange rate used.

(3) Other Agencies

Summarize the Other Agency contributions in dollar equivalents, noting the exchange rate where appropriate.

A grand total of all contributions for each year and for the entire project should be included. This schedule will provide a convenient summary of all project costs phased throughout the life of the project and will identify the proposed financing agencies.

The basis of determining the relative contributions of ICA and the cooperating country should be described in the narrative schedule. Indicate the sources of cooperating government, private and other external aid funds involved and describe the firmness and assurance

of their availability. The implications of annual recurring costs to the cooperating government budget should also be discussed. Explanation should be made of any proposed pipeline factors that the USOM considers worthy of note. Discuss alternative sources of external financing in the event of a reduction or elimination of ICA financing in future periods.

A statement must be included and agreed to by the cooperating country, that U.S. contributions to be obligated in future years are contingent upon the availability of funds. Thus, the U.S. Government and the cooperating government will proceed on the basis of mutual understanding, with agreement in principle on project scope, but with future financing dependent on project progress, fund availabilities, and other factors. Provision for signatures representing host government and USOM agreement may be made on the final sheet of the Explanation of Financial Plan.

Especial emphasis should be placed on survey and engineering projects to avoid misunderstanding on this point. In such cases, include the statement that the U.S. is not committed even in principle to financing any part of future stages of the project.

II NON-PROJECT TYPE ASSISTANCE

Outline of Lecture on ICA Non-Project Type Assistance

1. Non-project type assistance
 - a. Definition of project and non-project assistance
 - b. Examples of both types
 - c. Reasons for use of non-project assistance
 - d. Role of USOM Program Office in economic analysis
 - e. Analysis of balance of payments and national budget
 - f. Case against cash grants
 - g. Normal import pattern analysis
 - h. Section 402 and PL 480
 - i. Determination of what commodities to finance
 - j. Preparation of PAA forms
 - k. ICA/W review and issuance of PA
 - l. Host government receipt and issuance of sub-authorization and import licenses
 - m. ICA procurement policy
 - n. ICA Regulation I
 - o. Financial process of purchase of goods by importers and reimbursement by ICA
 - p. Deposit of counterpart
 - q. U.S. owned local currency and difference from counterpart
 - r. Review of non-project assistance methods

2. Use of local currencies
 - a. As project supporting
 - b. Loans for industrial development or credit
 - c. Budget support
 - d. Triangular Trade
 - e. Significance of PL 480 currencies

3. Question and answer period on Units 23 and 24

BEST AVAILABLE

NON-PROJECT TYPE ASSISTANCE

ICA FINANCING OF **COMMODITY IMPORTS** WHEN

1. THE COMMODITIES, WHETHER IMPORTED THROUGH GOVERNMENTAL OR COMMERCIAL CHANNELS,

ARE INTENDED FOR **GENERAL DISTRIBUTION** OR

RESALE WITHIN THE **COOPERATING COUNTRY**

CIVILIAN ECONOMY.

2. ICA ASSISTANCE AND PARTICIPATION IN THE TRANSACTION IS LIMITED TO

FINANCING AND TO SUBSEQUENT **END-USE** CHECKING.

3. THE COMMODITIES ARE **NOT** IN THEMSELVES REQUIRED FOR THE PHYSICAL

ACCOMPLISHMENT OF A SPECIFIC PROJECT.

ICA-11-28x (8-56) PAA	PROCUREMENT AUTHORIZATION APPLICATION INTERNATIONAL COOPERATION ADMINISTRATION UNITED STATES OF AMERICA WASHINGTON 25, D.C.	1. COOPERATING COUNTRY Republic of Korea	2. APPLICATION NUMBER 489-0-42
		3. ORIGINAL <input checked="" type="checkbox"/> AMENDMENT NO.	4. RELATED PA NUMBER -
5. ALLOTMENT SYMBOL		7. U.S. BANKING INSTITUTION Guaranty Trust Co. of New York	8. APPROVED APPLICANT Bank of Korea
6. METHOD OF FINANCING L/Com. to a U.S. Bank			

9. PROPOSED PROCUREMENT AGENCY	10. PROPOSED AREA OF SOURCE	11. PROPOSED BASIS OF DELIVERY
COOPERATING COUNTRY Commercial Importers	U.S. AGENCY	
	World-wide (899)	C & F

12. DESIRED CONTRACTING PERIOD FROM ASAP ENDING STANDARD	13. DESIRED DELIVERY PERIOD FROM ASAP ENDING STANDARD
--	---

14. ESTIMATE OF COSTS	AUTHORIZATION VALUE				
	AUTHORIZED CURRENCY:	PREVIOUS	INCREASE	DECREASE	TOTAL
(A) COMMODITY					
(B) OCEAN FREIGHT					
(C) LANDED COST (A + B)			\$400,000		\$400,000
(D) DOLLAR EQUIVALENT (\$1.00)					

15. ITEM NO.	16. COMMODITY CODE	17. QUANTITY/DESCRIPTION/SPECIFICATIONS	18. ESTIMATED COST
		<u>Metal Working and Machine Tools</u>	
1	750	Machine Tools	\$150,000
2	760	Metal working machinery (Except Machine Tools)	250,000
			<u>\$400,000</u>

19. SPECIAL INSTRUCTIONS AND COMMENTS

20. END-USE AND JUSTIFICATION

See the continuation sheet attached below.

21. FOR THE COOPERATING COUNTRY - Authorization of the procurement described herein is hereby requested. Procurement, pursuant to authorization issued on the basis of this application, will be carried out in accordance with terms and conditions specified in such authorization.

Min Song February 25, 1960 ROK Economic Coordinator 2/27/60

SIGNATURE TITLE DATE

22. USOM CLEARANCES	23. ICA/W CLEARANCES		
SIGNATURE	DATE	SIGNATURE	DATE
<i>W. R. Ma</i>	2/26/60		
UNC Economic Coordinator			

ICA-10-3 X (4-56) PAA Cont.	TITLE OR DESCRIPTION OF FORM: PROCUREMENT AUTHORIZATION APPLICATION	1. COOPERATING COUNTRY Republic of Korea	2. CODE NUMBER 489-0-42
	Continuation Sheet	3. TITLE OR DESCRIPTION OF ACTIVITY	
	INTERNATIONAL COOPERATION ADMINISTRATION UNITED STATES OF AMERICA		

Use this form to complete the information required in any block of a PPA, CSPA, PIO, or PAA form. Insert title of form above. Indicate block number below.

20. End-Use and Justification

I. End-Use

The metal working machinery (including machine tools) to be procured under this PAA will be used both in the manufacture of a wide variety of essential products and for the production of a wide variety of metal products essential to the development of Korean industry, of which the main items are cast iron and steel materials, steel forging materials, rolling mill bar and rod, electric motors and generators, lathes, boring machines, milling machines and drilling machines.

II. Justification

The importation of metal working machinery and machine tools covered by this PAA is vitally required in view of the lack of the requisite machinery and technical competence in the Korean industry, and the fact that almost 80 per cent of metal-working facilities in Korea were destroyed and/or damaged during the Korea War.

This fact has been fully evidenced by FOA/ICA programs. For this requirement FOA obligated \$200,000 in FY 1955 and ICA programmed \$1,350,000 in FY 1957, \$1,100,000 in FY 1958 and \$600,000 in FY 1959. It is estimated by the Ministry of Commerce and Industry that total requirements for this item in FY 1960 approximate \$600,000.

III. Financing

Procurement will be made through the Bank of Korea in accordance with the principles and procedures set forth in CEB-P-58-483 as amended.

IV. Remarks

In the procurement of machine tools under this PAA, the Bank of Korea will not accept applications for allocations of funds unless the respective application is accompanied by a prior approval certificate to be issued by the CEBORC Salables Review Committee in line with CEB-P-58-401 and CEB-P-59-c as amended.

ICA-11-2 (10-56) PA	PROCUREMENT AUTHORIZATION INTERNATIONAL COOPERATION ADMINISTRATION WASHINGTON 25, D.C. UNITED STATES OF AMERICA	1. COOPERATING COUNTRY Korea	2. AUTHORIZATION NO. 489-99-928-9207
		3. APPROPRIATION SYMBOL 72-1101048	4. ALLOTMENT SYMBOL 928-64-489-03-59-03
		5. CONTRACTING PERIOD FROM: March 11, 1960 ENDING: December 31, 1960	6. DELIVERY PERIOD FROM: March 11, 1960 ENDING: December 31, 1960

7. COMMODITY OR SERVICE DESCRIPTION See below	B. COMMODITY CODE See below	ORIGINAL <input checked="" type="checkbox"/>
		AMENDMENT NO.

9. BANKING INSTITUTION Guaranty Trust Company, New York 15, N.Y.	10. APPROVED APPLICANT Bank of Korea
---	---

11. AREA OF SOURCE World-Wide (899)	12. AUTHORIZATION VALUE AUTHORIZED CURRENCY: U.S. DOLLARS			
	PREVIOUS TOTAL (A)	INCREASE (B)	DECREASE (C)	TOTAL TO DATE (D)
		400,000		400,000

13. SPECIAL PROVISIONS

A. This authorization may be used only for the following commodities in amounts not to exceed 20% more than each of the values shown, provided the total does not exceed the total shown in Block 12 (D):

COMMODITY	CODE	DOLLAR VALUE
MACHINE TOOLS	750	150,000
METAL-WORKING MACHINERY (EXCEPT MACHINE TOOLS)	760	250,000

B. This Authorization provides for the purchase of new commodities only, unless specific prior approval is granted by ICA/W for procurement of used and reconditioned commodities.

C. Letter of Commitment #489-935
"U.S. Banking Institution Responsibilities"
The bank shall only be concerned with A above.

PAA 489-0-42 (TOICA 626)

(See reverse side for general provisions)

ACCEPTANCE The cooperating country hereby acknowledges receipt of this Authorization and confirms that the assistance described herein has been requested and is to be furnished in accordance with and subject to the terms and conditions set forth herein.	DATE OF ORIGINAL ISSUANCE March 11, 1960	DATE OF THIS ISSUANCE March 11, 1960
	FOR THE DIRECTOR, ICA 	
DATE	FOR THE COOPERATING COUNTRY	

GENERAL PROVISIONS

AUTHORITY

This authorization is issued under the authority contained in the Mutual Security Act and is subject to the terms and conditions herein

specified and the provisions of ICA Regulation 1 as amended at any time up to the date of issuance of this authorization.

LETTER OF COMMITMENT

TO U. S. BANKING INSTITUTION SPECIFIED IN BLOCK 9

In consideration of your issuance or confirmation at your option of one or more commercial letters of credit or making at your option payment to suppliers (no such letter of credit to have a maturity, and no such payment to be made, later than the last day of the month following the terminal delivery date specified in Block 6 of this authorization), in accordance with application or request therefor by the Approved Applicant, the Director agrees with, and guarantees to you that, in accordance with the said Act, he will make reimbursement (without addition of interest or of your commissions, expenses or other charges) to the Approved Applicant in the manner and subject to the terms and provisions of Sections 201.16(c) and 201.22 of ICA Regulation 1, as in effect at the date hereof, of all amounts paid by you at sight under any such commercial letter of credit for the account of the Approved Applicant and the amount of all payments made by you at sight to suppliers for account of the Approved Applicant, up to but not exceeding the dollar amount specified in Block 12(D), for the procurement of the commodity or service specified herein, and subject

to the special provisions referred to below. The making of reimbursement hereunder shall be governed solely by the terms and provisions of said Sections 201.16(c) and 201.22, incorporated herein by reference, and shall not be affected by any rights that the Director or the United States Government may have against the cooperating country, the Approved Applicant or third parties. In any action taken by you hereunder, you may rely fully on the authorities and signatures of the Approved Applicant as designated and identified by the Director or known to you from your own records.

You will be concerned only with the special provisions shown in Block 13 of this authorization under the heading "U.S. Banking Institution Responsibilities".

You are hereby approved as an assignee of the moneys due and to become due under this authorization.

If this commitment is satisfactory to you, please sign and return one copy of this authorization to the ICA issuing office.

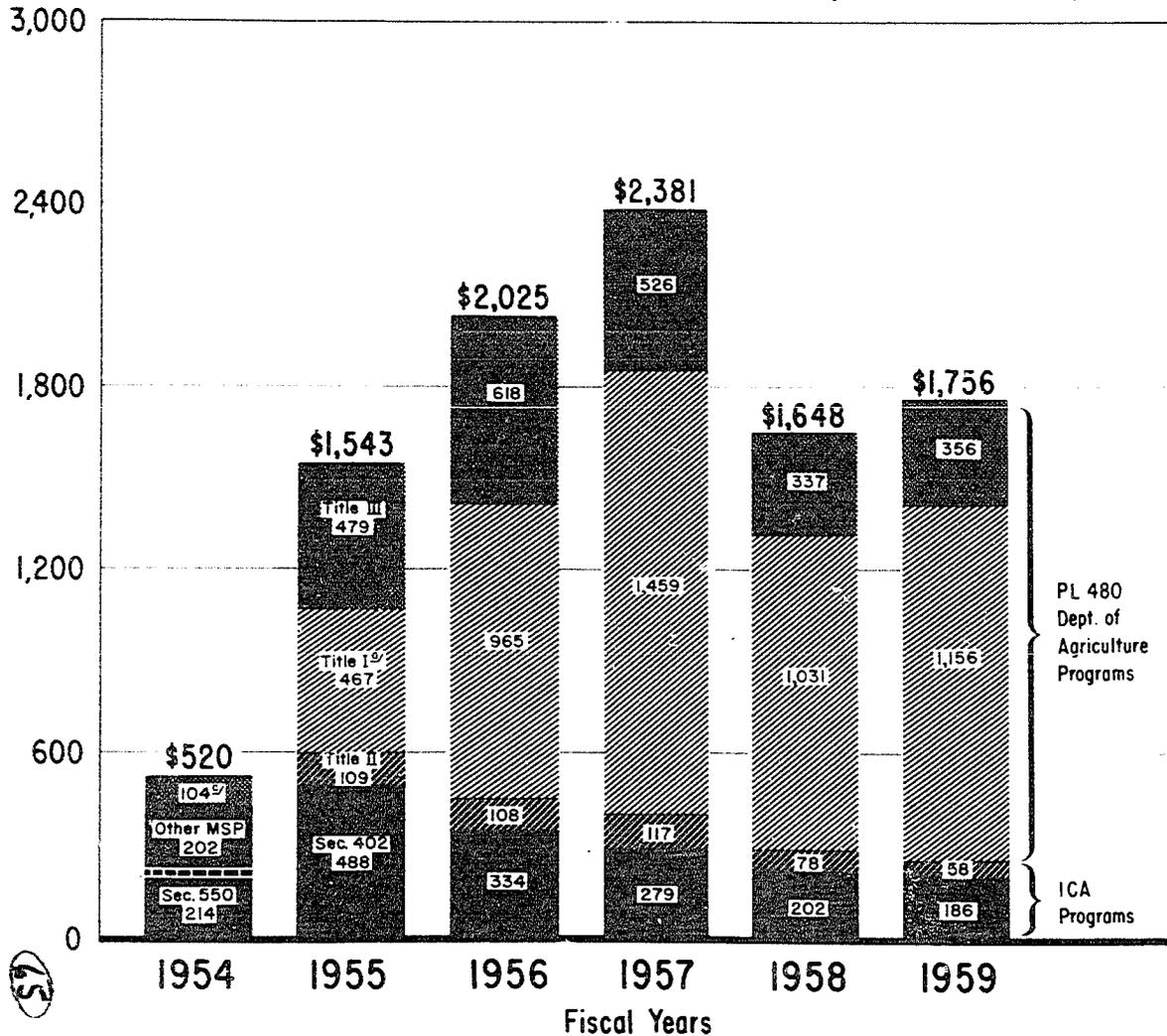
ACCEPTED FOR THE U. S. BANKING INSTITUTION

DATE

SIGNATURE

SALES AND TRANSFERS OF U.S. SURPLUS AGRICULTURAL COMMODITIES TO FOREIGN COUNTRIES-ALL PROGRAMS

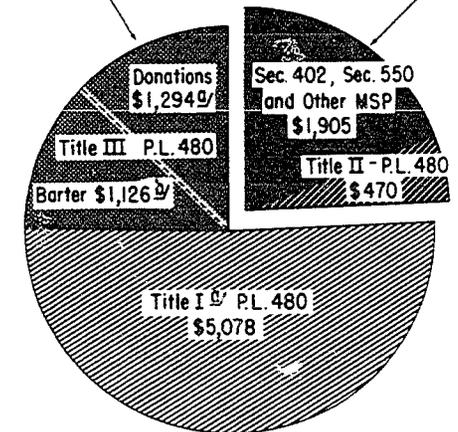
FY 1954 - FY 1959
(Millions of Dollars)



Department of Agriculture

Total \$7,498 Million
76%

ICA
Total \$2,375 Million
24%



Total FY 1954 Thru FY 1959
\$9,873 Million

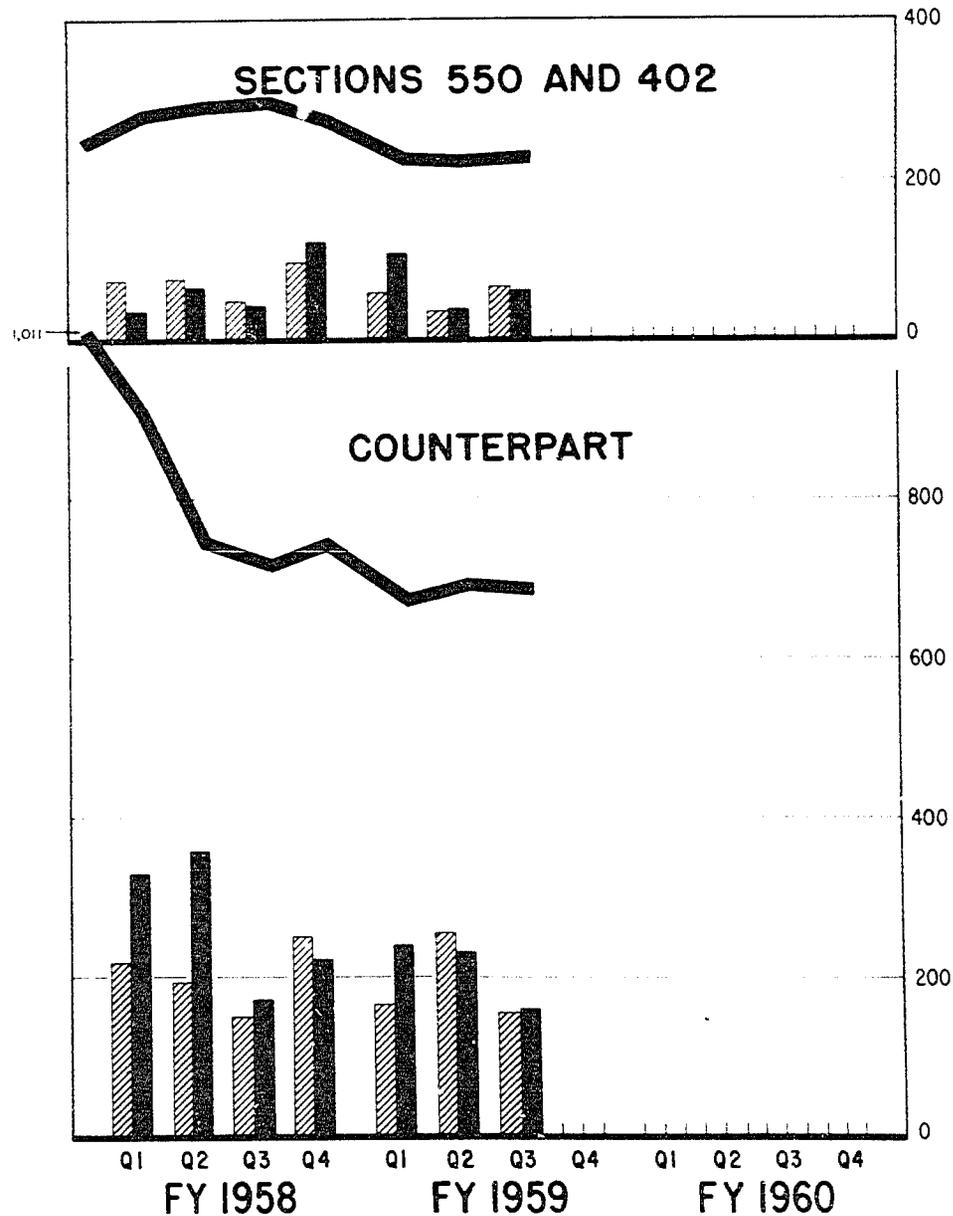
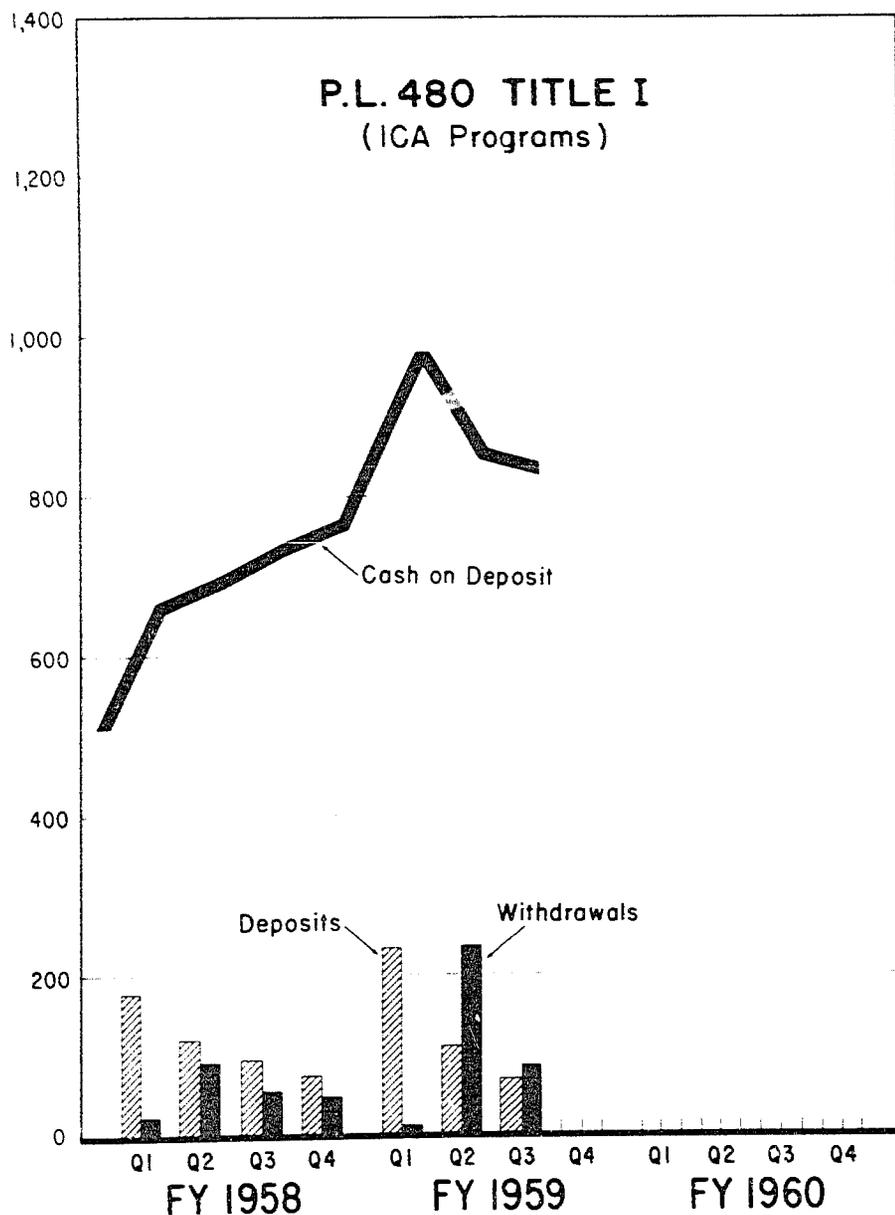
^{a/} At Commodity Credit Corporation costs.

^{b/} At export market prices.

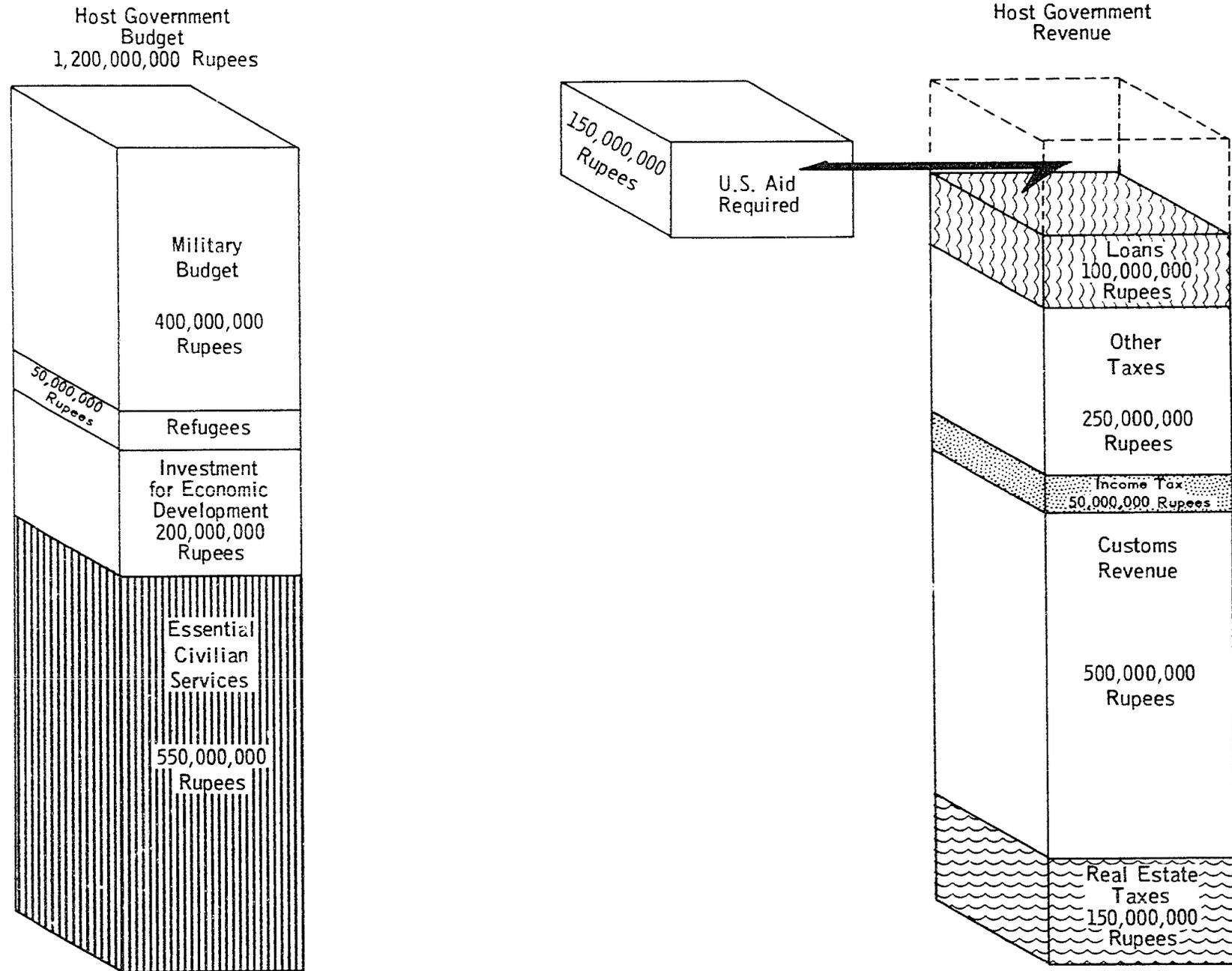
^{c/} Comparable data on programs handled by the Department of Agriculture prior to enactment of PL 480 in FY 1955.

ICA FOREIGN CURRENCY PROGRAMS

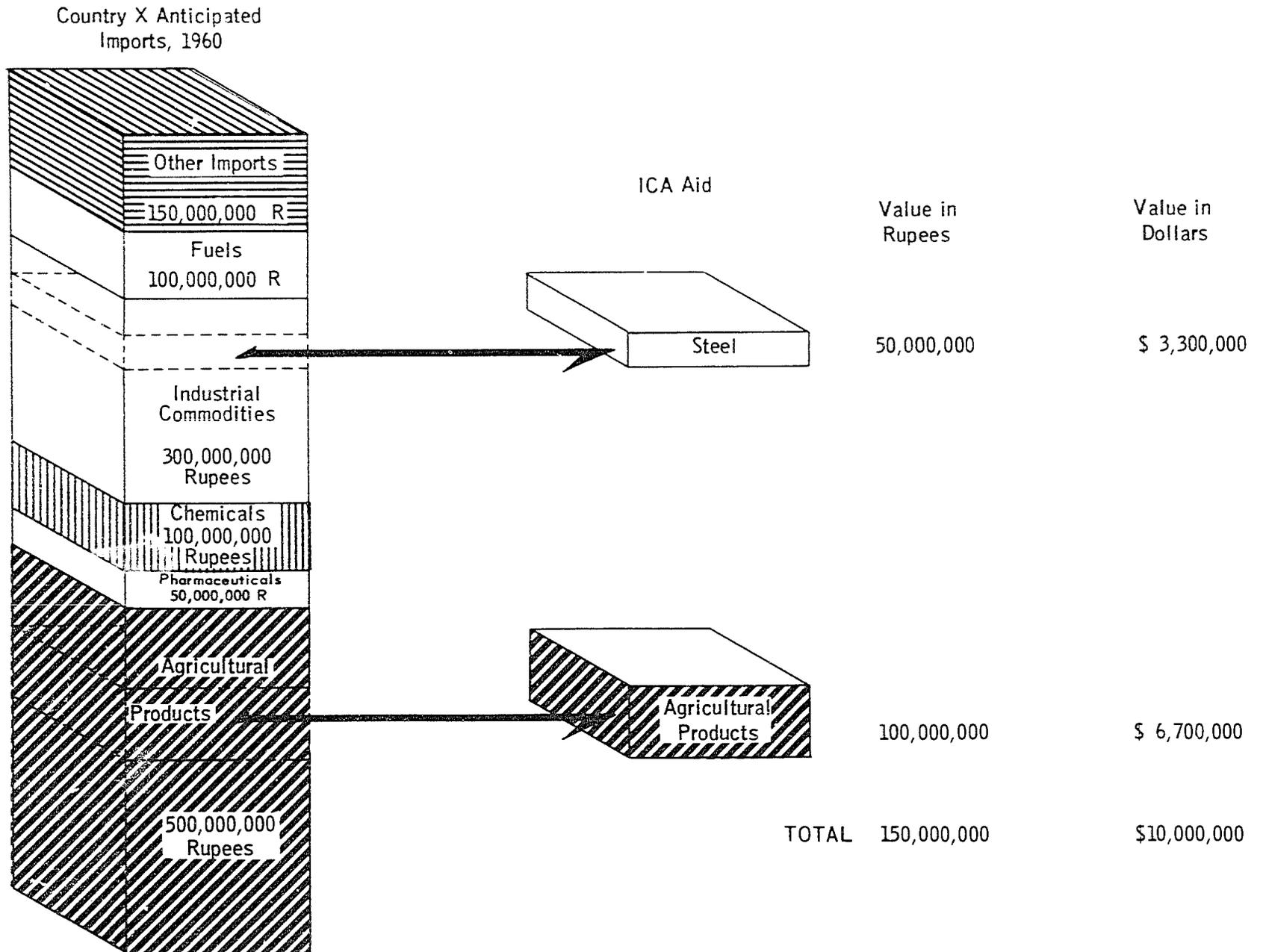
(Millions of Dollar Equivalents)



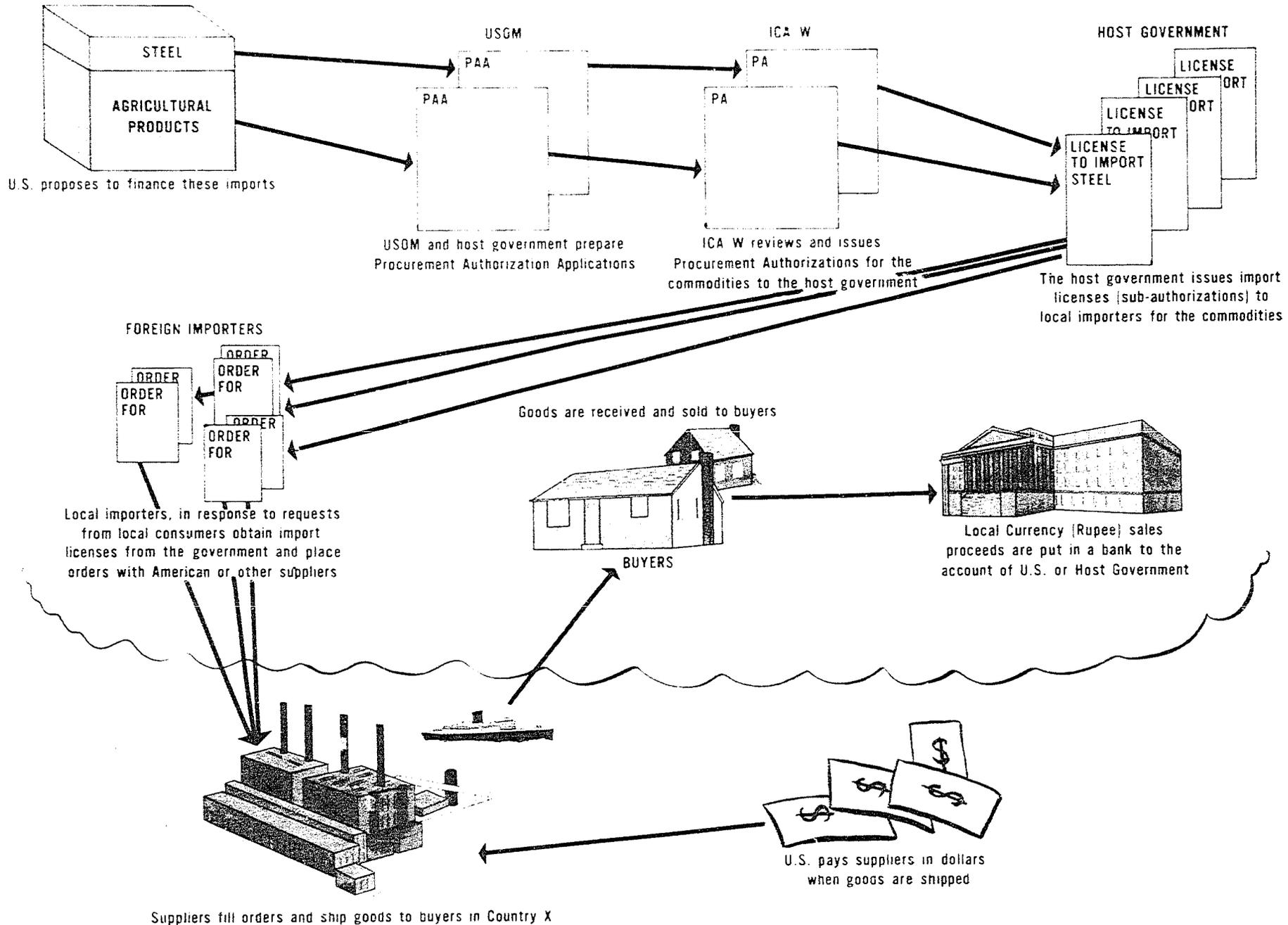
ICA NON-PROJECT AID IS USUALLY GIVEN TO MEET A BUDGET DEFICIT



ICA GIVES NON-PROJECT AID BY FINANCING SOME NORMAL IMPORTS



NON-PROJECT PROCUREMENT PROCESS AND DEPOSIT OF LOCAL CURRENCY



SOURCES OF FOREIGN CURRENCY AND LEGAL
REQUIREMENTS APPLICABLE TO THE
GENERATION AND USE OF SUCH CURRENCY

I. General

A. There are two major categories of foreign currency: (1) currency owned by the foreign country but available for use only as approved by the United States (counterpart), and (2) currency owned by the U. S. Government, which primarily includes (i) proceeds from sales of surplus agricultural commodities abroad, and (ii) repayments on loans.

B. There are two principal statutes governing such currencies: (1) the Mutual Security Act of 1954, as amended, and (2) the Agricultural Trade Development and Assistance Act of 1954, as amended (P. L. 480).

C. There are two basic ways in which these statutes affect these currencies: (1) they require or provide for, and establish the rules governing the generation of these currencies, and (2) they establish the rules governing the use of these currencies.

D. There are two principal sources of "legal" requirements relating to the generation and use of local currencies: (1) the above-mentioned statutes; and (2) the terms of the agreements with foreign countries (sales agreements, loan agreements, etc.) under which these currencies are generated, such as provisions on maintenance of value and provisions concerning the purposes for which currencies may be used. This paper is focused essentially on the statutory requirements.

II. Foreign Currencies under the Mutual Security Act

A. Counterpart

1. Generation

Section 142(b) of the MSAct requires that when defense support funds are used to finance grants of commodities, the recipient country must deposit in a special account (counterpart account) the local currency proceeds (sales proceeds and import duty collections) which it derives from the commodities. This is referred to as the "proceeds" basis for counterpart deposits.

Prior to FY 1955, the statutory counterpart requirement, which was fully applicable only in Europe, called for deposits on a commensurate value rather than proceeds basis - i.e., the recipient county was to deposit the local currency equivalent of the dollar value of the commodities and services supplied. Outside of Europe during the pre-1954 period, some aid agreements provided for counterpart on a commensurate value basis, some on a proceeds basis, and some gave the U. S. the option to choose either basis. In countries where the commensurate value basis was being used prior to 1954, it may still be employed so long as it doesn't result in significantly less deposits than would the proceeds basis. In this connection it should be noted that commensurate value deposits which are less than proceeds deposits by the amount of import duties have not in any instance been considered "significantly" less.

While section 142(b) is mandatorily applicable only to defense support, it is general ICA policy to require counterpart deposits on any grant non-military commodity aid, other than technical cooperation, which generates proceeds for the recipient government. Congress has expressly indicated that it expects ICA to follow such a policy.

2. Use

(a) A small portion of counterpart (commonly, although somewhat inaccurately, referred to as "10% counterpart") is normally turned over to the U. S. for use in paying U. S. expenses. In most countries this amount is flexible and is based on actual U. S. requirements, although an amount less than actual U. S. requirements may be agreed to. In countries where prior to 1954 not less than 10% of counterpart had to be turned over to the U. S. (European countries, where economic aid has almost come to a close), the law would still

require at least 10%. This U. S.-owned 10% counterpart can be used by U. S. Government agencies only (with some minor exceptions) by purchasing it from the Treasury with appropriated dollars (i.e., it is subject to section 1415 of the Supplemental Appropriation Act, 1953).

(b) The balance of counterpart ("90% counterpart") is owned by the other country. It is available only for uses agreed to by the U. S. The U. S. may agree to use of such counterpart to carry out any purposes for which new funds authorized under the Mutual Security Act would themselves be available. Thus 90% counterpart is available for a broad range of purposes, including both military (military budget support, troop pay, local supplies for forces, etc.) and economic purposes.

An amendment added to the Mutual Security Act in 1958 permits the equivalent of \$4 million of counterpart which is in excess of requirements of programs for Mutual Security purposes to be used for other purposes agreed to by the United States which are consistent with the foreign policy of the United States. The \$4 million amount is earmarked by the legislative history for an Austrian program of compensation to former residents of Austria who suffered persecution. The Executive Branch may request an increase in this ceiling amount should additional excess amounts of counterpart be needed for purposes outside the scope of the Mutual Security Act.

(c) Some Legal and Policy Limitations on Use of 90% Counterpart

It can't be used for retirement of debts of foreign governments (see section 516 of Mutual Security Act of 1954, as amended).

As a practical matter it has almost invariably been used for the direct benefit of the country in which generated rather than for triangular transactions.

U. S. approval of use of repayments on loans originally made from counterpart funds is required by a proviso in section 142(b) of the Mutual Security Act known as the Zablock Amendment. This provision, originally enacted in somewhat different form in 1952, revised in 1953 and repealed in 1954, was reenacted by an amendment to the Mutual Security Act in 1959.

Anti-inflation considerations are taken into account in approving releases of counterpart.

When the U. S. aid program is formally terminated in a country, unused balances in the counterpart account may be used only with the approval of Congress.

(d) In essence, the counterpart system assures that currencies generated by U. S. aid are channeled into uses which further the purposes of the aid program in that country and do not become a budgetary windfall.

B. Section 550 Currencies

1. Generation

These currencies were generated from pre-1954 sales of surplus agricultural commodities pursuant to section 550 of the MSAAct of 1951, as amended. They are owned by the U. S. A comparatively small balance of these currencies remains.

2. Use (see section 502 of the MSAAct of 1954, as amended)

ICA can use these currencies without having to purchase them with appropriated dollars.

The statute provides that these currencies can be used for any purposes of the MSAAct of 1954, as amended. The general purposes for which the currencies may be used are normally specified in the sales agreements.

They can be used for aid to the purchaser country, or for aid to a third country (triangular transactions) unless the sales agreement prohibits such triangular transactions.

C. Section 402 Currencies

1. Generation

These currencies are generated from sales of surplus agricultural commodities under section 402 of the MSAAct of 1954, as amended. Section 402 has required that a minimum amount of funds appropriated for Mutual Security each year be used for such sales (\$350 million in FY 1955, \$300 million in FY 1956, \$250 million in FY 1957, \$175 million in FY 1958, FY 1959 and FY 1960). An amendment to the Mutual Security Act in 1959 permits crediting grants as well as sales of surplus agricultural commodities to this earmarked amount. The effect of this provision is to require that a certain amount of dollars appropriated each year for aid to foreign countries be used instead to finance sales or grants of surplus agricultural commodities, with the local currencies generated by sales being used in turn to furnish assistance. The surplus agricultural commodities themselves also may often further "aid" objectives of the U. S.

Sales, under section 402, are on cash terms, not credit. The price at which the sales are made must not unduly disrupt world prices.

2. Use

Currencies which have been generated from sales under section 402 may, of course, be used without further dollar reimbursement. and, as in the case of section 550 currencies, the general purposes for which section 402 currencies will be used are normally agreed upon at the time of the sale of the commodities.

Section 402 itself authorizes these currencies to be used for any of the purposes of the MSAAct, with particular emphasis on those purposes of title I, P. L. 480 which are in harmony with the purposes of the MSAAct. However, prior MS Appropriation Acts have limited the use of 402 currencies to the purposes for which the particular dollar appropriation used to finance the surplus commodity sale was available (defense support, development assistance, etc.). The FY 1959 MS Appropriation Act for the first time does not contain this limitation and, therefore, all section 402 currency generated in FY 1959 may be used for any purposes of the MSAAct without regard to the particular purpose of the dollar appropriation generating the currency. In addition, the Fy 1959 Appropriation Act permits the use of not to exceed 50% of section 402 currencies generated in any one country prior to FY 1959 to be used for any purpose of the MSAAct notwithstanding the limitations contained in former appropriation acts. It is expected that such limitations will not be repeated in future appropriation acts.

These currencies are relatively free of statutory restrictions. Many of the restrictions in the MSAAct do not, either as a matter of law or as a practical matter, affect these local currencies (limitation on period of availability for obligation, 50-50 shipping, price provision, small business, marine insurance, and specific restrictions applicable to individual categories of aid). Some restrictions do affect these currencies (e.g., Battle Act, debt retirement).

D. Local Currency Repayment of Loans

1. From 1954 to June 30, 1959, agreements have been signed for approximately \$753 million of loans under the MSAAct, other than loans by the Development Loan Fund. These loans are for the most part repayable in dollars or local currency at the option of the borrower. Section 505(b) of the MSAAct, which formerly required local currency repayments on these loans to be deposited in a segregated account in the Treasury to be used only upon Congressional authorization, was amended in 1959 to make the following disposition of Mutual Security loan repayments: Dollar repayments are to be deposited to miscellaneous receipts of the Treasury. Local currency repayments in excess of the requirements of the Fulbright exchange program as determined by the Secretary of State may be sold by the Treasury to U. S. Government agencies in payment of their obligations abroad. Foreign currencies in excess of requirements in payment of U. S. obligations abroad, as such requirements are determined from time to time by the President, shall be credited to and available for the authorized purposes of the Development Loan Fund in such amounts as may be specified from time to time in appropriation acts.

2. The Development Loan Fund is authorized to make loans repayable in foreign currency, and in fact expects the bulk of its loans to be repaid in such currencies. These foreign currencies will be available, without dollar reimbursement, for re-use for the purposes of the Fund (loans and other non-grant financing transactions to promote economic development of less developed areas).

E. Miscellaneous

1. Section 505(a) Sales Receipts

Section 505(a) of the MSAct permits use of MSAct dollars to finance cash sales of commodities (other than farm surpluses which are covered by section 402) and services for foreign currencies. Foreign currencies derived from such sales are available, without reimbursement, for use for the same purposes as the dollar appropriation which was used to finance the original sale.

2. Coal Currencies

In 1954-1955, under a section 401 determination, ICA used MSAct dollars to finance "sales" of coal to foreign countries for foreign currencies. Such foreign currencies were deposited in accounts owned by the purchasing countries, and were available for use, within such limitations as had been set by the sales agreement, for purposes determined by the U. S. These currencies have substantially if not entirely been used up.

3. Foreign Currency Trust Accounts

Where a recipient country is prepared to finance local currency costs of the ICA program in that country, and where the particular costs in question are ones for which ICA can most conveniently make the actual expenditure of funds (e.g., local currency expenses of U. S. technicians, and expenses of local personnel servicing ICA), the foreign country may deposit local currency (often country-owned counterpart) for this purpose in a U. S. trust account. This is an account which is administered by ICA, but which is beneficially owned by the foreign country. ICA administers the account in accordance with the terms of a trust agreement with the other country, gives an accounting to the other country, and returns any unused balance at the end of the agreement to that country.

III. Foreign Currencies under Public Law 480 (Agricultural Trade Development and Assistance Act of 1954, as amended)

A. Title I Foreign Currencies

1. Generation

These are foreign currencies derived from cash sales of surplus agricultural commodities to friendly foreign countries. The currencies are owned by the U. S.

P. L. 480 now authorizes a total of \$2,250,000,000 of such sales up to December 31, 1959. A cumulative total of \$4 billion up to June 30, 1958 was previously authorized by P. L. 480. It should be noted that this ceiling figure in the Act refers to the C.C.C. acquisition cost, not actual price paid in the sale. The Act requires that the price for such sales not unduly disrupt world prices. For example, the approximately \$4 billion in authorized commodities that were sold up to June 30, 1958, were sold for roughly \$2.8 billion equivalent in local currency.

2. Use

Section 104 of P. L. 480 lists a variety of purposes for which these title I currencies may be used. Broadly speaking, these uses may be divided into those for U. S. benefit and those for foreign country benefit. Some of these uses, both for U. S. benefit (e.g., development of new markets for U. S. farm surpluses, purchases for the strategic materials stockpile) and for foreign benefit (loans for economic development, grants for military aid), do not require dollar reimbursement. Other uses (e.g., grant financing of purchases of goods and services for other friendly countries, grants for promoting balanced economic development and trade, payment of U. S. obligations abroad involving grants) require that the using agency purchase the foreign currency with dollars. The Act provides that not less than 10% of the currencies accruing under title I will be available only if purchased for dollars by U. S. Government agencies. The Budget Bureau may waive the requirement for dollar reimbursement described in the preceding two sentences in any case where it determines that such reimbursement would be inappropriate or inconsistent with the purposes of title I. However, there is a GAO opinion which seems to indicate that, with respect to currency uses under section 104(f), such a waiver would not be effective to permit use of foreign currencies (1) to pay obligations for a purpose for which there was no dollar appropriation available, and (2) to pay obligations for a purpose for which a dollar appropriation was available where such obligations would be in excess of the amount of such dollar appropriation. A more recent GAO opinion

may be read to contradict the above opinion, and a definitive statement on the availability of section 104(f) currency without dollar reimbursement must await further clarification from the GAO. Foreign currencies may be used for the new purposes authorized in the recent P.L. 480 extension act (e.g., acquisition of U.S. buildings, trade fair participation, science programs, assistance to American-sponsored schools abroad) only in such amounts as may be specified from time to time in appropriation acts. This requirement cannot be waived.

Each sales agreement normally indicates the distribution of the local currencies to be generated thereunder among the various uses authorized by section 104. Roughly 13% of the foreign currencies under sales made since enactment of the Cooley Amendment have been allocated for loans to U.S. and foreign business firms. Such loans may be made to foreign firms only where that will aid in increasing markets for U.S. agricultural products. Cooley Amendment loans to American or foreign borrowers may not be made for the manufacture of any products to be exported to the U. S. in competition with U. S. - produced goods or for the production of any commodity to be marketed in competition with U. S. agricultural commodities or their products.

Title I currencies are legally available for use for the purchasing country, or, unless otherwise specified in the sales agreement, for a third country.

In sum, section 104 authorizes a fairly broad range of uses for title I currencies. The principal limitations are (i) the restriction against use of such currencies for grants to foreign countries without dollar reimbursement, unless the restriction is waived by the Budget Bureau. (ii) the Cooley Amendment which requires that a substantial portion of these currencies be allocated only for that one particular use, (iii) the fact that U. S. Government agencies may not, with certain exceptions, use these currencies to pay their foreign currency expenses without dollar reimbursement, and (iv) the requirement that certain of the authorized uses may be carried out only in amounts specified in appropriation acts.

B. Local Currency Repayments on Title I Loans

It has not yet been firmly determined whether, under the law, local currency repayments on local currency loans under section 104(g) will be available for re-use, without dollar reimbursement, for further loans or other uses authorized by section 104. Section 104 of that Act provides that "foreign currencies which accrue" under title I may be used, without regard to section 1415, for the purposes specified in section 104. Section 105 provides that "Foreign currencies received pursuant to this title shall be deposited in a special account to the

credit of the United States and shall be used only pursuant to section 104 of this title". On the one hand, it is contended that the language quoted in the preceding two sentences embraces repayments on section 104 loans and thus authorizes their re-use. On the other hand, some have inclined to the view that this language does not include such repayments, and that these repayments are therefore subject to section 1415 and, unless Congress should subsequently authorize otherwise, can be used only with dollar reimbursement.

C. Counterpart Generated under Title II

Under the authority in title II of P.L. 480, ICA may make grants of U.S. surplus agricultural commodities to other countries to relieve famine or other urgent or extraordinary requirements. The law does not require the country receiving grant commodities under this authority to make deposits of counterpart. However, where such commodities will generate proceeds for the other country, ICA as a matter of policy has generally required such proceeds to be deposited in a "counterpart" account (separate from the Special Account established pursuant to section 142(b) of the MSAAct. There is no statute governing the use of such counterpart, and thus it may be used for any purpose agreed to by the U.S. and the other country. Where grants of surplus commodities under this authority will generate counterpart, the agreement providing for the grant and the deposit of counterpart normally specifies the general purposes for which the counterpart may be used. The U. S. would, of course, only agree to uses in harmony with the broad purposes of P.L. 480 and other U.S. objectives.

IV. Procedures Relating to Foreign Currencies

A. Counterpart

ICA Manual Order 704.6 describes general policies and procedures relating to the generation and use of counterpart.

B. U.S.-Owned Foreign Currencies Administered by ICA

ICA Manual Order 1065.1 describes the normal procedures applicable to the use of U.S.-owned foreign currencies administered by ICA (section 550 currencies, currencies under sections 402 and 505(a) of the MSAAct, and P.L. 480 title I currencies). As you know, certain changes in present requirements and procedures (e.g., elimination of maintenance of value requirement, simplification and decentralization of project approval process) are now contemplated, but I will not try to reflect them here.

In the case of foreign currencies generated through sales under title I of P.L. 480, the following agreements are normally involved:

Sales Agreement - The sales agreement usually specifies, among other things, the amount or percentage of the foreign currency proceeds to be used for loans or grants, and provides that in the event the currency set aside for loans or grants is not advanced within a specified period (usually three to five years) from the date of the sales agreement because of failure of the two governments to agree upon the specific uses of the currency, the U. S. may use the currency for any other purposes authorized by P.L. 480.

Loan Agreement - Where such foreign currencies are used for a loan, a separate loan agreement is entered into establishing a line of credit in favor of the recipient country to be used for purposes to be agreed upon between the U. S. and the country. Loan agreements entered into under sales agreements executed from 1954 through FY 1957 usually provided for repayments in dollars or local currency at the option of the borrower at interest rates of 3 and 4 percent respectively. Interest payments were waived for the first three years after the first disbursement under the loan. For loan agreements entered into under sales agreements executed in fiscal year 1958 the interest rates were raised to 4 and 5 percent for dollar and local currency repayments, respectively, and the three year waiver of interest payments was discontinued. For loan agreements entered into under sales agreements executed beginning July 1, 1958, the current policy is that the interest rate should cover the cost of money to the U. S. Treasury. The rate now being used in these loan agreements is 4% for both dollar and local currency repayments. For the most part, P.L. 480 loan agreements entered into under sales agreements executed in FY 1956 and thereafter have provided for maintenance of value to begin normally at the time of disbursement to the borrower under the line of credit. Prior to FY 1956 sales agreements usually provided for maintenance of value of all currencies accruing to the U.S. under the sale, to begin at the time of deposit to the U.S. account. P.L. 480 loan agreements generally have had a maximum maturity of 40 years. The maintenance of value requirement and the possibility of a differential between interest rates on dollar and local currency has now been drafted for all loan agreements made pursuant to Sales Agreements entered into in FY 1959 and all loan agreements entered into after April 14, 1959 under prior year sales agreements where requested by the borrowing government repayments may be brought up in the future. P.L. 480 loan agreements provide that local currency repayments may be used by the U.S. for any expenditures of or payments by the U.S. within the borrowing country. It also provides for use of local

currency repayments outside the borrowing country or their conversion into other currencies if mutually agreed upon.

Project Agreement - Project agreements providing for the use of the currency for specific projects are used both for loans and grants. These agreements formally obligate the U.S. to make the currency available. Project agreements usually provide for disbursement of the currency from the U.S. account as it is actually needed for project expenditures.

SECURITY CLASSIFICATION

UNCLASSIFIED

COUNTRY PROGRAM BOOK

AID LEVEL SUBMISSION

COUNTRY X

BUDGET PROPOSAL FY 1961

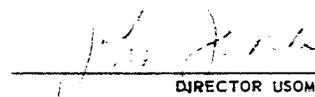
SECURITY CLASSIFICATION

UNCLASSIFIED

THIS IS A FICTITIOUS DOCUMENT
FOR ORIENTATION PURPOSES ONLY

THE DATA IN THIS DOCUMENT IS NOT NECESSARILY
RELATED TO THE PRECEDING STATISTICAL DATA AND
FACTS ON COUNTRY X

ILLUSTRATIVE SAMPLE

FORM ICA 10-102 (6-59)	DATE PREPARED	<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.	SECURITY CLASSIFICATION UNCLASSIFIED	COOPERATING COUNTRY COUNTRY X		
	8/1/49		COUNTRY ECONOMIC PROGRAM	TABLE OF CONTENTS		
SUBJECT OR TITLE		PAGE	SUBJECT OR TITLE		PAGE	SUBJECT OR TITLE
Table of Contents		1				
U.S. Interests and Objectives		2				
Current Country Situation		3				
Economic Forecast		4				
Gross National Product		5				
Population, Production, Prices and Reserves		6				
Central Government Finances		7				
Balance of Payments		8				
Role of External Assistance		9				
Summary of Assumptions Regarding External Assistance		10,11				
Role of the ICA Program		12				
Magnitude of Aid and Factors Determining Aid Level		13				
Summary by Function and Local Currency Generation		14				
			<p>ALL TABLES INCLUDED ARE LISTED. EACH TABLE IS INCLUDED UNLESS EVERY ITEM ON IT IS INAPPROPRI- ATE TO THE COUNTRY CONCERNED.</p>			AUTHORIZED FOR SUBMISSION
						 DIRECTOR USOM
PAGE 1 OF 14 PAGES			SECURITY CLASSIFICATION UNCLASSIFIED		SHEET 1 OF 1 SHEETS TO THIS TABLE	

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ILLUSTRATIVE SAMPLE

A	FORM ICA 10-126 (6-59)	DATE PREPARED 8/1/59	<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.	SECURITY CLASSIFICATION UNCLASSIFIED COUNTRY ECONOMIC PROGRAM	COOPERATING COUNTRY COUNTRY X	SETTING FOR U.S. PROGRAMS U.S. INTERESTS AND OBJECTIVES	A
<u>I. General Situation Facing U.S. Interests and Objectives in Country X</u>				<u>II. U.S. Interests</u>			
<p>Country X's attempt to utilize the forms of western parliamentary democracy is in a context for which they were not designed and for which they may be unsuited. X's traditional society contains a strongly democratic and individualistic character which, however, verges on anarchy when translated into the modern political scene. For reasons inherent in the X situation, assisted by the propinquity of parallel experiences, there is a possibility that all but the forms of parliamentary democracy may be abandoned, the substance being replaced by an authoritarian type of government based on a coalition of clans.</p> <p>The existence of an unsettled border with Country Y, if continued will serve to exacerbate the conflict of interest between the two countries.</p> <p>The desire for a national army springs from fear of outside aggression and from a feeling of national pride. An army would not only be a drain on the already over-strained financial resources of the territory, but could also become a factor in internal politics, possibly backing one political faction while the Police Force backed another.</p> <p>Economically the state, for a considerable number of years, will not be capable of supporting even the minimum costs of administering a modern state, much less of paying the costs for an economic development program which might eventually place Country X in a position to pay its own way.</p> <p>The likelihood exists that the outside forces will attempt to establish positions in Country X hostile to Western interest through both economic and political penetration and through encouragement of border strife.</p>				<p>The primary interest of the United States in Country X is to foster the evolution of a stable government, based on relatively broad popular consent, which is not unfriendly to the U.S. and to the West and which has sufficient economic strength to be able to avoid reliance on sources of aid hostile to the U.S.</p> <p>X's relations with Country Y, U.S. desire for stability in this area and for the friendship of both Y and X can only suffer from continued animosity between the two countries. It is accordingly in the U.S. interest to foster cooperation and friendship between Y and X and to attempt to remove sources of friction.</p> <p>It is in the U.S. interest that Y abandon her expansionist policies toward X which constitute a threat to X's independence and which therefore impel X to build up uneconomic military forces and to seek support from whatever sources will give it, some of which may be inimical to U.S. interests.</p> <p><u>III. U.S. Objectives</u></p> <p>The primary economic objective of the U.S. programs in X is to provide the support necessary to assure that X is given every opportunity to establish itself as a secure and stable independent political entity not unfriendly to the West. This means essentially attempting to assure GOX that its economic requirements are capable of being met from Western sources without political entanglement so that the government may concentrate its efforts on the political development and integration of the new state.</p> <p>This primary objective can be met through:</p> <p>Assisting X in finding adequate outside resources to provide for the requirements of X's ordinary budget needs through meeting deficits in the ordinary budget.</p> <p>Assisting X in finding resources to carry forward an (see continuation sheets)</p>			
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ILLUSTRATIVE SAMPLE

B	FORM ICA 10-127 (6-59)	DATE PREPARED 8/1/59	<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.	SECURITY CLASSIFICATION UNCLASSIFIED	COOPERATING COUNTRY COUNTRY X	SETTING FOR U.S. PROGRAMS	B
	COUNTRY ECONOMIC PROGRAM				CURRENT COUNTRY SITUATION		
<p><u>I. Political Situation</u></p> <p>After eight and one-half years of status as a UN Trust Territory with UN Administration, X will reach independence within 18 months. During the Trusteeship period, the UN undertook to train the nucleus of the X Government. The police force has been turned over to GOX Administration within the last eight months.</p> <p>Today X has a government which, although still subject to the over-all direction of the UN Administrator, is largely independent in the routine activities of government. It is a government presumed to be capable, in an admittedly inexperienced and probably often immature way, of governing itself after independence. A limited civil service has been trained, although much further training and practical experience is necessary. A new Parliament has been elected which is supposed to sit for five years. A parliamentary type Constitution is being developed. A comparatively capable police force has been developed which appears able to maintain moderate internal security and is at present comparatively non-partisan.</p> <p>This new government is faced, however, with the problems indicated in Section A of this presentation. Many of these problems are such that they are beyond the scope of direct American influence or activities. Others are such that they are most susceptible to diplomatic activity rather than economic programs. Those which concern the Mutual Security Program, however, are primarily the problems of governmental deficits, balance of payment problems, the need for a modicum of economic growth, and the need for trained administrators and technicians.</p> <p><u>II. Economic Situation</u></p> <p><u>A. General Description</u></p> <p>X is essentially a pastoral-agricultural economy. The UN Administration estimates that about 40% of the population are nomadic pastoralists; 30% are engaged in mixed agricultural-pastoral pursuits, with most of this group living on a semi-nomadic basis around a central area where occasional agricultural activities are pursued; 20% of the population is engaged in fixed agricultural pursuits; and 10% of the population is involved in industry, commerce, trade, government, household services, and so forth.</p> <p>Thus one finds a largely non-cash, subsistence economy. Among the pure nomads, there is little cash exchange, money being used only for some household equipment, cotton cloth, veterinary charges, water from private wells, etc. The mixed agricultural-pastoral population is found primarily in the dryland areas, raising sorghum for their own subsistence use and having little more need for cash than the pure nomads.</p> <p>Along the rivers, primitive forms of irrigation are practiced. Methods used are wasteful of water, poorly controlled, and result in low yields.</p> <p>Primary products of X farmers are sorghum and corn, plus some cotton, sesame, peanuts, and other small crops.</p> <p>Modern agricultural practices utilizing efficient irrigation are carried on by foreign concessions, producing primarily bananas, sugar, and minor amounts of citrus.</p> <p>Next to agriculture, industry plays only a minor role in the X economy. The most successful industries are those producing X products for export to Europe (i.e., fish canneries and meat canneries). Industries depending on the X economy are either small, or protected, or have been unsuccessful. Small industries include soap production, tanning, shoe production, bone and fish meal processing, mineral water bottling, etc. The major protected industry is sugar production and refining which, through protection, now supplies the bulk of X's internal needs. The major unsuccessful venture has been the textile mill which operated for several years in the capital, but finally</p> <p style="text-align: right;">(see continuation sheets)</p>							
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ILLUSTRATIVE SAMPLE

C	FORM ICA 10-128 (6-59)	DATE PREPARED 8/1/59	<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.	SECURITY CLASSIFICATION UNCLASSIFIED COUNTRY ECONOMIC PROGRAM	COOPERATING COUNTRY COUNTRY X	SETTING FOR U.S. PROGRAMS ECONOMIC FORECAST	C
<p><u>I. Government Financing</u></p> <p>During the budget year (FY 1961), X will enter its first year of political independence. Becoming politically independent, however, will not relieve the government of dependence on foreign aid for survival. In calendar year 1961, USOM/X estimates that the current operating expenses of the government will exceed \$8 million (over \$11,000,000), exclusive of the costs of essential foreign technicians. When the cost of the more than 250 foreign technicians now employed within the X Government, but paid by the UN at present, are included, current operating costs of the government will rise to an estimated \$12,600,000. Although domestic revenues are expected to continue to rise at a rapid rate, as they have in recent years, there seems little likelihood that they will exceed the \$7,400,000 estimated in Table C-3. Thus, at a minimum, there will be a deficit of \$3,200,000 on current accounts (as contrasted with a deficit of \$4,200,000 on current account in 1958).</p> <p>As at present, this estimated deficit does not include any consideration of the requirements for economic development, any of which will increase the deficit. Nor does the estimate for national defense include any estimate for the costs of developing an army or major expansion of the police mobile force (although the estimate does assume that there will be some expansion of the police force). If either an army should be developed, or the mobile force expanded from its present estimated 1,600 men to a force of 4,000 men (as has been suggested by some police officials), these budget estimates will fall far short. Pay, personal equipment, food and other basic minimum essentials for either an army or an expanded mobile force of 2,500 additional men would probably add at least \$2,000,000 to \$3,000,000 to the budget deficit. In addition, there would be major costs of providing equipment for such a force, particularly if it should take the forms of an army. In Table C-3, no provision has been made for these type costs only</p>				<p>because it is assumed that although some form of military development will probably take place, it may well be held off, as far as impact on the budget is concerned, until 1962 or later.</p> <p>In Table C-3, B-1, USOM/X has attempted a projection, on a very conservative basis, of the ordinary budget situation (exclusive of UN technicians' costs) through 1965. This projection indicates that minimum current operating expenditures will run at about \$12,900,000 by 1965. Although this figure assumes a gradual increase in police forces, it again does not include any amounts for the development of significant para-military forces. Since original preparation of these estimates, it has become quite clear that some form of military development will undoubtedly take place. It is therefore believed that a very minimum amount that should be estimated for 1965, including probable para-military developments is \$14,500,000.</p> <p><u>II. Economic Development Potential</u></p> <p>X's natural resources, location, climate and related factors do not appear to give promise of any revolutionary development or growth. However, there does appear to be potential for reasonable continued growth of production and gradual improvement of personal economic well-being. In agriculture, especially, there appears to be room for much further development.</p> <p>IBRD has estimated that in 1957 only 30,000 acres of land had modern irrigation, plus an average of about 100,000 acres which are subjected to flash irrigation. And although no complete survey of the irrigation potentials of the two rivers has ever been carried out, it would appear that there is room for further development of irrigation (see continuation sheet)</p>			
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ILLUSTRATIVE SAMPLE

C-1	FORM ICA 10-103 (6-59)	DATE PREPARED 8/1/59	<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.		SECURITY CLASSIFICATION UNCLASSIFIED	COOPERATING COUNTRY COUNTRY X	SETTING FOR U.S. PROGRAMS					C-1							
			COUNTRY ECONOMIC PROGRAM			GROSS NATIONAL PRODUCT													
1 ALL FIGURES IN \$1,000,000 EXCHANGE RATE \$1=		(A) CURRENT PRICES			(B) CONSTANT PRICES (Based On Price Level Of Year In Column 2)														
		Actual		Estimated	Actual		Estimated	Projected		Additional Projections									
		(1) CY 1957	(2) CY 1958	(3) CY 1959	(1) CY 1957	(2) CY 1958	(3) CY 1959	(4) CY 1960	(5) CY 1961	(6) CY	(7) CY	(8) CY	(9) CY						
A. GROSS NATIONAL PRODUCT (at market prices)		3,636	4,200	4,290	4,040	4,200	3,900	4,420	4,650										
Per Capita GNP (\$)		177	200	199	197	200	181	200	206										
B. NET FOREIGN BALANCE Inflow (+), Outflow (-)		+200	+150	+100	+200	+150	+100	+200	+150										
TOTAL AVAILABLE RESOURCES		3,836	4,350	4,390	4,240	4,350	4,000	4,620	4,800										
C. TOTAL CONSUMPTION		3,510	3,958	4,010	3,880	3,958	3,650	4,200	4,360										
1. Private		3,050	3,436	3,450	3,371	3,436	3,140	3,640	3,810										
2. General Government - All Levels		460	522	560	509	522	510	560	550										
D. TOTAL GROSS INVESTMENT		326	392	380	360	392	350	420	440										
1. Private (incl. Government Enterprises)		192	240	220	212	240	200	260	270										
2. General Government - All Levels (excl. Defense)		134	152	160	148	152	150	160	170										
2 GNP TRENDS IN CONSTANT PRICES		(A) INDEX COLUMN (2) = 100									(B) PERCENT OF GNP								
		(1) '58	(2) '59	(3) '60	(4) '61	(5) '62	(6)	(7)	(8)	(9)	(1) '58	(2) '59	(3) '60	(4) '61	(5) '62	(6)	(7)	(8)	(9)
A. GROSS NATIONAL PRODUCT		96	100	92.9	105.2	110.7													
1. Per Capita GNP		98.5	100	90.5	100.0	103.0													
B. TOTAL CONSUMPTION		98.0	100	92.2	106.1	110.2				96.0	94.2	93.6	95.0	93.7					
1. Private		98.1	100	91.4	105.9	110.9				83.4	81.8	80.5	82.3	81.9					
2. Genl. Govt. - All Levels		97.5	100	97.7	107.3	105.4				12.6	12.4	13.1	12.7	11.8					
C. TOTAL GROSS INVESTMENT		91.8	100	89.3	107.1	112.2				8.9	9.3	9.0	9.5	9.5					
1. Priv. (incl. Govt. Enterprises)		88.3	100	83.3	108.3	112.5				5.2	5.7	5.1	5.9	5.8					
2. General Government - All Levels (excl. Defense)		97.4	100	98.7	105.3	111.8				3.7	3.6	3.9	3.6	3.7					
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ILLUSTRATIVE SAMPLE

C-2		FORM ICA 10-104 (6-59)	DATE PREPARED 8/1/59	SECURITY CLASSIFICATION		COOPERATING COUNTRY		SETTING FOR U.S. PROGRAMS		C-2		
				UNCLASSIFIED	COUNTRY X	COUNTRY ECONOMIC PROGRAM					POPULATION, PRODUCTION PRICES AND RESERVES	
ITEMS			ACTUAL		ESTIMATED	PROJECTED		ADDITIONAL PROJECTIONS				
			(A) CY 1957	(B) CY 1958	(C) CY 1959	(D) CY 1960	(E) CY 1961	(F) CY	(G) CY	(H) CY	(I) CY	
A. POPULATION (Mid-Year 000) (Average Annual Growth %)			20,500	21,000	21,500	22,000	22,600					
B. PRICES	1. Wholesale Price Index 19 55 = 100 City Capital		112	129	142	110	110					
	2. Cost of Living Index 19 55 = 100 City Capital		108	122	132	128	128					
C. GOLD AND FOREIGN EXCHANGE HOLDINGS (\$ millions) (At end of year)			225	230	220	210	219					
D. PRODUCTION	I N D U S T R Y and M I N I N G	Production Index: 19 55 = 100		135	140	148	160	170				
		Major Commodities: Cotton Cloth		Unit Mill. sq.yd.	110	111	120	130	138			
		Cement		1,000 MT	47	92	270	300	320			
		Electricity		Mill. KWH	1,340	1,390	1,470	1,590	1,700			
		Iron ore		1,000 MT	1,350	1,350	1,430	1,500	1,500			
	A G R I C U L T U R A L	Crop Years										
		Production Index: 19 54-56 = 100			1957/58	1958/59	1959/60	1960/61	1961/62			
		Major Crops: Rice, rough		Unit 1,000 MT	3,350	3,500	2,980	3,650	4,190			
		Corn, shelled		"	890	900	910	920	930			
		Sugar, centrifugal ^{a/}		"	1,010	1,070	930	1,130	1,200			
Barley		"	780	820	620	850	900					

a/ - Raw value.

ILLUSTRATIVE SAMPLE

C-3	FORM ICA 10-105 (6-59)	DATE PREPARED 8/1/59	<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.	SECURITY CLASSIFICATION UNCLASSIFIED	COOPERATING COUNTRY COUNTRY X	SETTING FOR U.S. PROGRAMS		C-3	
						COUNTRY ECONOMIC PROGRAM	CENTRAL GOVERNMENT FINANCES		
1		ALL FIGURES IN \$1,000,000 ITEMS	EXCHANGE RATE \$1 = 100 Rupees	Form 10-74 Line No.	By Country's FY ending June 30				
					(A) 1957	(B) 1958	(C) 1959	(D) 1960 a/	(E) 1961 a/
REVENUES	1. Total Revenue From Domestic Sources	A-1	350	425	470	490	500		
	2. Total Revenue Originating From Counterpart and Foreign Grants Including U.S.	A-2	100	71	44	48	39		
	(a) Total Counterpart and U.S. Grants (Non-Additive)	A-2-a	(100)	(70)	(40)	(40)	(30)		
	TOTAL	A	450	496	514	538	539		
EXPENDITURES	1. Total National Defense	B-1	120	135	140	145	150		
	(a) From Counterpart, U.S. Grants and Loans (Non-Additive)	B-1-b	(60)	(40)	(35)	(35)	(25)		
	2. All Other Current	B-2-6	280	315	340	345	350		
	3. Total Capital Outlay, Civil Government	B-7	110	125	130	135	140		
(a) From Counterpart, U.S. Grants and Loans (Non-Additive)	B7 b (2)	(75)	(75)	(60)	(80)	(90)			
TOTAL	B	510	575	610	625	640			
DEFICIT (-) OR SURPLUS	1. Before Counterpart And Foreign Grants Including U.S.	C1	-160	-150	-140	-135	-140		
	2. After Non-U.S. Foreign Grants	C2	-160	-149	-136	-127	-131		
	3. After Counterpart And Foreign Grants Including U.S.	C3	-60	-79	-96	-87	-101		
FINANCING THE DEFICIT OR DISPOSAL OF SURPLUS (-) AFTER FOREIGN GRANTS	1. Total Domestic Borrowing (Net)	D1	26	29	35	2	11		
	2. Total Foreign Borrowing (Net) Including U.S.	D2	35	45	55	85	90		
	(a) U.S. Loans (Net) (Non-Additive)	D-2-a	(35)	(45)	(55)	(75)	(85)		
	3. Net Change in Cash Balances and Other Reserves <u>b/</u>	D3	-1	+5	+6	--	--		
TOTAL (Must Equal C-3 above)		+60	+79	+96	+87	+101			
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a/ No price increase assumed after 1959. b/ Plus (+) indicates a drawing down of cash, etc., minus (-) an increase.

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ILLUSTRATIVE SAMPLE

C-4	FORM ICA 10-106 (6-59)	DATE PREPARED 8/1/59	SECURITY CLASSIFICATION		COOPERATING COUNTRY COUNTRY X	SETTING FOR U.S. PROGRAMS	C-4							
			ORIGINAL	REVISION NO.										
			COUNTRY ECONOMIC PROGRAM			BALANCE OF PAYMENTS								
ALL FIGURES \$1,000,000 CONVERTED AT 100 durals PER \$1 U.S.			CALENDAR YEARS					(A) CY57	(B) CY58	(C) CY59	(D) CY60	(E) CY61		
ITEMS			Line No.	Act. al	Estimated	Projected								
				(A) CY 57	(B) CY 58	(C) CY 59	(D) CY 60	(E) CY 61						
1	Goods and Services	A. Foreign Trade	Exports (FOB)	1	100	120	380	360	125					
		Imports (-) (FOB)	2	-370	-512	-160	-530	-511						
		Trade Balance	3	-170	-122	-80	-170	-119						
	Services	Non-Monetary Gold Movements	4	-	-	-	-	-	-					
		Foreign Travel	5	-5	-6	-1	-1	-6						
		Transportation and Insurance	6	-57	-51	-16	-53	-51						
		Investment Income	7	1	-3	-2	0	-2						
		Gov't., not included elsewhere	8	11	12	11	13	16						
		Other Services and Remittances	9	22	23	21	14	15						
		Total Services	10	-30	-28	-20	-30	-31						
	Balance on Goods and Services		11	-200	-150	-100	-200	-150						
2	Private Capital	A. Direct Investment	12	*	3	1	-	1						
		B. Portfolio Investment	13	*	1	-	-	2						
		C. Other Long Term	14											
		D. Short Term	15	*	*	1	1	-2						
		Total Private Capital	16	*	4	2	1	1						
3	Official Long Term Capital and Grants	A. Reparations	17	-	-	2	1	1						
		B. Grants, Total	18	150	96	47	69	55						
			From MSP	19	150	95	45	55	50					
			From U.S.	20				20	-					
		C. Grants	PL 480 - Title I	21										
			PL 480 - Title II & III	21										
			Total		150	95	45	65	50					
			From Others (Specify)	22		1	2	4	5					
		Total, Other Grants		22		1	2	4	5					
		Cont'd.												
3		Cont'd.						C. Loans Received	23	12	19	19	102	91
								Drawings, Total	24	16	51	51	105	95
								MSP Conventional	25	25	15	-	-	-
								MSP-Dev. Loan Fund	26	-	-	10	10	35
								PL 480 - Title I	27	16	30	36	35	55
								Ex-Im Bank	28	5	5	5	-	-
								IBRD	29	-	-	-	10	5
								All Other	30	-	1	-	-	-
								Repayments, Total	31	1	2	2	3	1
								MSP Conventional	32	-	-	-	-	1
								MSP-Dev. Loan Fund	33	-	-	-	-	-
								PL 480 - Title I	34	-	-	-	-	-
								Ex-Im Bank	35	1	2	-	-	-
								IBRD	36	-	-	2	3	3
								All Other	37	-	-	-	-	-
								D. Loans Made	38					
								E. Other Capital (Itemize)						
								All Other						
								Other Capital, Total	39					
								Total Official Long Term Capital and Grants	40	102	115	98	175	150
								4 Total of All Above (1, 2, & 3)		-8	-1	0	-21	14
								5 Net Errors and Omissions		+7	+3	-12	-	-
								6 A. Gold & For. Exchange Holdings (Inc. *)	41	+1	+2	-10	-10	+9
								B. Short-Term Liabilities (Increase -)	42					
								L/C Deposits for U.S. Account	43	-2	-1	-5	-11	-8
								Other Changes	44	-	+1	+3	-	+3
								Changes in Official and Banking Gold and Short-Term Capital (4 & 5)						
								TOTAL	45	-1	+2	-12	-24	+1

*Less than \$500,000.

ILLUSTRATIVE SAMPLE

D	FORM ICA 10-129 (6-59)	DATE PREPARED 8/1/59	<input checked="" type="checkbox"/> ORIGINAL	SECURITY CLASSIFICATION UNCLASSIFIED	COOPERATING COUNTRY COUNTRY X	SETTING FOR U.S. PROGRAMS	D
			<input type="checkbox"/> REVISION NO.	COUNTRY ECONOMIC PROGRAM	ROLE OF EXTERNAL ASSISTANCE		
<p>D. <u>The Role of External Assistance:</u></p> <p>In the past, external assistance accounted for practically all of development funds in X. No country can hope, or it would appear should even desire, to finance its economic development entirely with foreign assistance. Under such conditions there inevitably are political dangers, but perhaps even more important the initially underdeveloped banking and financial system remains dormant, thereby severely limiting the growth of domestic savings.</p> <p>X has received financial help for its development program from both sides of the Iron Curtain. Such a pattern apparently will continue, at least for the next four or five years. USOM assistance has, therefore, three economic objectives: (1) to enable the present Government to make a satisfactory showing in its development program so as to ensure that a democratic government will remain in office, (2) to help generate the maximum flow of domestic savings, so as to reduce the foreign dependence of X in the financial field and (3) to make as innocuous as possible the assistance given by Sino-Soviet Bloc.</p> <p>(1) The successful completion of projects, now underway, in the fields of aviation, regional roads, and telecommunications, together with the support now being requested for the "grass roots" Rural Development Program should effectively accomplish the political objective of strengthening the democratic elements in the country.</p> <p>(2) The proposed project in Currency Stabilization, Revenue Reform and Development Planning, in addition to ensuring sufficient finance for present development plans, particularly for rural development and the expansion in education, also provides the incentive required by X for it to improve its tax and fiscal systems. Pre-project discussions have already made a noticeable impact in Government circles, as is indicated both by TOICA A-000 and the new taxes on land in this year's Budget. Within five years it is possible that X will be able to meet all local currency obligations for development from its own revenues.</p> <p>(3) To the extent USOM assistance enables the GOX to fulfill its short term objectives and to establish on firm grounds the initiation of its longer-run goals, the opportunities left open to the Communists should be marginal.</p>							
PAGE 9 OF 14 PAGES				SECURITY CLASSIFICATION UNCLASSIFIED	SHEET OF SHEETS TO THIS SECTION		

ILLUSTRATIVE SAMPLE

D-1	FORM ICA 10-107 (6-59)	DATE PREPARED 8/13/59	<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.	SECURITY CLASSIFICATION Confidential	COOPERATING COUNTRY COUNTRY X	SETTING FOR U.S. PROGRAMS	D-1
				COUNTRY ECONOMIC PROGRAM			
(A) SOURCE	(B) DESCRIPTION OF ACTIVITY			(C) OBLIGATIONS (in \$1000s)			
				Actual Year	Operational Year	Budget Year	
DLF	<p>1. A loan of \$5,200,000 was agreed to on June 30, 1959 (Letter of Commitment issued) to the Arbuga Industrial Credit Corporation in order to enable this private investment bank to grant two to five year loans to small private industries. Problem--in-adequate industrial credit.</p> <p>GOX has submitted a supplementary loan application for the same purpose. The amount of the loan requested is \$7,000,000. The funds would be used in the same manner as the original \$5,200,000 when that amount has been expended.</p> <p>2. It is expected that a loan totaling ultimately about \$15,000,000 may be approved for the installation of 2000 tube wells in the Dagan region. This project is intended to reduce soil salinity, reclaim saline and water-logged lands, and to provide additional ground water for irrigation purposes, thus contributing materially in bringing more land under permanent cultivation. Increased food production will help to reduce the present food deficit. Problem--low agricultural production.</p>			5,200	7,000	15,000	
Ex-Im	<p>1. A loan for \$6,100,000 was granted in October 1958 to the Country X National Airways for the purpose of three DC-7b aircraft. These airplanes have been delivered and are now being used to improve communications between the capital and the northwest frontier area. Problem--Central Government lacks rapid access to outlying areas of country where political disturbances have been frequent.</p> <p>Application for a second Ex-Im Bank loan of \$6,100,000 for three more aircraft of the same type is being considered by GOX.</p>			6,100			
IBRD	<p>A loan of \$10,000,000 was granted in January 1959 for the purchase of agricultural machinery. The machinery will be used in the New Lands Development Project. The new lands will be opened for settlement in January 1960 in the northwest frontier area following eradication of malaria in this area. The first delivery of farm machinery is expected in March 1960. Problems--insufficient food production; instability in northwest frontier area.</p>			10,000			
ICA	<p>Technical Cooperation</p>			5,558	5,800	7,200	

ILLUSTRATIVE SAMPLE

D-1	FORM ICA 10-107 (6-59)	DATE PREPARED 8/13/59	<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.	SECURITY CLASSIFICATION Confidential	COOPERATING COUNTRY COUNTRY X	SETTING FOR U.S. PROGRAMS	D-1
	COUNTRY ECONOMIC PROGRAM				SUMMARY OF ASSUMPTIONS REGARDING EXTERNAL ASSISTANCE		
(A)	(B)			(C)			
SOURCE	DESCRIPTION OF ACTIVITY			OBLIGATIONS (in \$1000s)			
				Actual Year	Operational Year	Budget Year	
ICA	Defense Support			58,772	45,200	44,000	
PL 480	PUBLIC LAW 480, TITLE I SALES			16,000	22,000	30,000	
Sino-Soviet Bloc	Construction and staffing of a 200 bed teaching hospital in the Capital City by U.S.S.R. Construction of building half completed. Thirty-five Soviet doctors and hospital technicians are expected to arrive upon the completion of the hospital construction in May 1960. Forty medical students from Country X are training in Soviet Universities. Present plans call for the withdrawal of Soviet personnel and complete operation of the hospital by Country X in the year 1962. Problem--inadequate facilities for higher medical training.			3,000	700	200	
WHO	Eradication of malaria in 100 square miles of potential farm land in northwest frontier area. High incidence of malaria has prohibited full exploitation of this unstable area for the past 50 years. GOX in cooperation with WHO is draining the area and attempting eradication of malaria. Five technicians are working on this project. Problem--low domestic production.			200	150	100	
World Petroleum Company	World Petroleum Co. Ltd., has been conducting an extensive oil exploration survey under an agreement with Country X. The surveyors have discovered extensive deposits of oil. However, this oil is located in the most inaccessible part of the country. Construction of wells and a pipe-line to Port B is planned to commence in early 1962. Problems--Balance of payments deficit, underdeveloped sources of power.			500	700	5,200	
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ILLUSTRATIVE SAMPLE

A	FORM ICA 10-121 (6-59)	DATE PREPARED 5/1/59	<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.	SECURITY CLASSIFICATION UNCLASSIFIED	COOPERATING COUNTRY COUNTRY X	ICA ADMINISTERED PROGRAM	A
				COUNTRY ECONOMIC PROGRAM	ROLE OF THE ICA PROGRAM		
<p><u>I. General</u></p> <p>The ICA program has four major functions which are aimed at meeting U.S. policies and objectives in X:</p> <p>(a) Providing funds to support public investment in economic development programs at a level adequate to bring about economic progress at a rate which can permit governmental revenues to increase sufficiently over a period of time that ordinary budget deficits will be gradually reduced and eventually eliminated:</p> <p>(b) Providing technicians to assist in assuring, in view of the scarcity of trained technical and administrative personnel within the Government of X, that such economic development funds as are provided are efficiently and effectively utilized to bring about the most rapid possible economic gains:</p> <p>(c) Providing technicians, participant grants, and other technical cooperation activities to permit the training of X technicians and administrators in various technical fields and to demonstrate various essential institutional patterns, so that eventually X technicians and administrators will be capable of planning, justifying, and executing development programs without external assistance: and</p> <p>(d) Assisting in strengthening internal security forces to assure that the newly independent government has a sufficiently strong, non-political police force to aid in maintaining political tranquility after 1960.</p> <p>A related function of ICA, which ties in closely with more traditional diplomatic functions, is to negotiate ICA aid in a manner that, to the degree possible, it can assure rational utilization of all external and internal resources, not only for economic development programs themselves, but also for general functioning of the government, including particularly the volume of resources devoted by the Government to internal security, para-military, and military purposes.</p>				<p><u>II. Economic Development</u></p> <p>U.S. objectives and interests indicate that it is essential that economic development take place at sufficiently high levels that resulting growth can indirectly permit eventual elimination of the ordinary government deficit. Coincidentally, U.S. interests are obviously also served by identification between the people of X and a Government of X which is carrying on programs which result in economic benefits to its population and which is sympathetic to Western interests.</p> <p>The Country Team contends that foreign support for the GOX development program must be both in the form of grants and loans, with emphasis on the former. For those programs where benefits will be spread over a large element of the population, with no direct monetary benefit to identifiable groups or persons, but where loan repayments would place an additional burden on future governmental revenues, it would seem self-defeating, in an attempt to eventually reduce governmental deficits, to attempt to finance development through loans rather than grants, except in very special circumstances. This type of development represents the bulk of activities anticipated in coming years, in the form of improvements to transportation facilities, development of irrigation facilities, drilling of additional water wells, and so forth.</p> <p>On the other hand, it is recognized that in those cases where primary benefit from a development will fall to identifiable groups or organizations, and where repayment costs of loans used to finance such projects would fall on individuals or groups rather than on general governmental revenues, it is preferable that loan financing be provided. For this latter type activity, as well as for certain government projects in special categories, financing from DLF or any other international lending agency would clearly support U.S. objectives.</p> <p>Financing of all grant assistance from friendly non-U.S. sources would in general support basic U.S. objectives (although it might be</p> <p style="text-align: right;">(see continuation sheet)</p>			
PAGE 12 OF 14 PAGES			SECURITY CLASSIFICATION UNCLASSIFIED	SHEET OF SHEETS TO THIS SECTION			

ILLUSTRATIVE SAMPLE

B	FORM ICA 10-120 (6-59) Continuation Sheet	DATE PREPARED 8/1/50	<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.	SECURITY CLASSIFICATION UNCLASSIFIED COUNTRY ECONOMIC PROGRAM	COOPERATING COUNTRY COUNTRY X MAGNITUDE OF AID AND FACTORS DETERMINING AID LEVEL	ICA ADMINISTERED PROGRAM	B
<p><u>I. Levels of Aid Recommended</u></p> <p>The Country Team recommends that \$1,000,000 in Technical Cooperation funds be provided for X in FY 51. In addition, the Country Team recommends that \$4,000,000 in Special Assistance funds be provided in FY 1951. Of the latter amount, it is tentatively recommended that \$2,000,000 be provided in direct dollar project assistance, and \$1,500,000 be provided in non-project assistance to generate necessary local currency for support of the project program.</p> <p>The Country Team reiterates that the amount of Special Assistance funds recommended herein does not include any program for direct budgetary support. This action has been taken because the Country Team believes that, if such support can be obtained from any friendly source other than the United States, it would be far preferable that the United States refrain from the complications and strained relations that will result from a budgetary support program operated under usual U.S. Government regulations. On the other hand, the Country Team believes that the Department of State and ICA/W must fully weigh the real potential for financing of the budgetary deficit from other sources: if it is finally determined that such aid is not forthcoming from other sources, an additional level of SA funds, to cover, or at least partially cover, the budget deficit must be considered.</p> <p><u>II. Special Assistance Funds</u></p> <p>As the Country Team has estimated in Part I, Section C, sub-part III, it is believed that investment of approximately \$7,500,000 per year in X is necessary to meet U.S. objectives aimed at general economic growth and the eventual achievement of a balanced government budget within a growing economy.</p> <p>As was further indicated in Part I, Section C, the Country Team believes that it is not unreasonable to anticipate that private investment will remain at a level of approximately \$2,000,000 per year. If this level can be obtained, then the achievement of U.S. objectives</p>			<p>requires public investment in the amount of approximately \$5,500,000 is an average yearly figure. It is assumed that any investment above these levels, to the extent that it can be effectively absorbed, would permit economic growth at an even faster rate than indicated in our theoretical approach, and consequently would shorten the estimated time until the budget can be brought into balance.</p> <p>The Country Team further believes that it is reasonable to assume that public investment can be obtained from non-ICA sources in an amount of approximately \$2,000,000 on an average yearly basis over the coming years. This level of investment would be derived from the Japanese grant of \$280,000 a year; from the UN Development Fund, which will be investing approximately \$1,000,000 a year for five years (and might well provide continuing amounts after the first five years if UN decides to augment financing of the Fund); from possible further DLF loans, for E Port for extension of the loan to the Credit Bank, or other loans for electrical power expansion, communications, domestic water programs, etc.; and from possible grants from Austria or other nations, including still the possibility that Norway might provide some development assistance.</p> <p>Assuming non-ICA public investment can be obtained at an average level of \$2,000,000 a year, there remains an amount averaging \$3,500,000 a year which still must be provided to permit growth at a rate which will meet U.S. objectives. It is the Country Team's belief that the U.S. must be prepared to consider providing approximately this amount in SA funds over the next ten years, as long as U.S. objectives remain as stated and the various assumptions indicated in this presentation remain valid.</p> <p>The areas in which it is believed that SA can be most effectively utilized to meet the problems indicated in Part II, Section C (these being the areas where it is generally least likely that loan funds or other external grant funds are likely to be available in sufficient amounts) are the following:</p> <p style="text-align: right;">(see continuation sheet)</p>				
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ILLUSTRATIVE SAMPLE

G-1		FORM ICA 10-113 (6-59)	DATE PREPARED 8/15/59	X ORIGINAL REVISION NO.	SECURITY CLASSIFICATION UNCLASSIFIED	COOPERATING COUNTRY Country X	ICA ADMINISTERED PROGRAM			G-1	
COUNTRY ECONOMIC PROGRAM					SUMMARY BY FUNCTION AND LOCAL CURRENCY GENERATION						
(ALL FIGURES IN \$1,000)			(A) CUMULATIVE TO ACTUAL YEAR	(B) TOTAL	ACTUAL YEAR FY 1959		(C) OPERATIONAL YEAR FY 1960		(D) BUDGET YEAR FY 1961	REMARKS:	
					(1) Prior Year Funds	(2) Actual Year Funds	(1) Congressional Presentation	(2) Program			
1	DOLLAR PROGRAM	A.	1. Project	115,968	2,911	-303	3,214	3,500	3,200	4,000	
			2. Non-Project	247,225	49,413	-587	50,000	45,000	42,000	40,000	
			TOTAL	363,193	52,324	-890	53,214	48,500	45,200	44,000	
		B. Technical Cooperation		32,096	5,676	118 ^{a/}	5,558	5,900	5,800	7,200	
			TOTAL	395,289	58,000	-772	58,772	54,400	51,000	51,200	
	C. Includes MSP Loans		80,000 ^{b/}								
	D. Includes MSP Sales of Agricultural Surplus		13,500	5,100	100	5,000	-	-	-		
2	GENERATION OF L/C FOR MSP USES	A.	Potential Generation	13,500	5,100	100 ^{c/}	5,000	-	-	-	Footnotes: a/ Plus amount results from transfer of deobligations from other country programs. b/ Loan represents \$70 million in dollars and \$10 million in L/C generated from sales of Section 402 commodities. c/ Represents shift of aid to Sec. 402 sales from non-project deobligations. d/ Freight waivers. e/ Includes \$84,000 project aid and \$1,000 freight waivers. f/ Represents counterpart resulting from imports from triangular trade arrangements.
			Less: Triangular currencies not available for internal use	1,000	500	-	500				
			Waivers	635 ^{d/}	-	-	-	-	-	-	
			TOTAL	11,865	4,600	100	4,500	-	-	-	
		B.	Potential Generation	381,789	52,900	-872	53,772	54,400	51,000	51,200	
			Less: L/C for U.S. uses	24,700	4,940	-60	5,000	4,500	4,200	4,000	
			Waiver of Counterpart Deposit	85,000 ^{e/}	8,890	118	8,772	5,900	5,800	7,200	
			Other (Loan, etc.)	70,000 ^{f/}							
			Add: Excess of Sales Proceeds Over Commensurate Value Counterpart Loan Repayments	2,500		-	-	-	-	-	
			Other (footnote)	1,000 ^{f/}	500	-	500	-	-	-	
	TOTAL	205,589	39,570	-930	40,500	44,000	41,000	40,000			
	TOTAL GENERATION	217,454	44,170	-830	45,000	44,000	41,000	40,000			

SECURITY CLASSIFICATION

UNCLASSIFIED

THIS IS A FICTITIOUS DOCUMENT
FOR ORIENTATION PURPOSES ONLY

COUNTRY PROGRAM BOOK

PROGRAM COMPOSITION SUBMISSION

THE DATA IN THIS DOCUMENT IS NOT NECESSARILY RELATED TO THE PRECEDING STATISTICAL DATA AND FACTS ON COUNTRY X.

COUNTRY X

BUDGET PROPOSAL FY 1961

SECURITY CLASSIFICATION

UNCLASSIFIED

ILLUSTRATIVE SAMPLE

FORM ICA 10-102 (6-59)	DATE PREPARED 8/1/59	<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.	SECURITY CLASSIFICATION UNCLASSIFIED	COOPERATING COUNTRY COUNTRY X	
			COUNTRY ECONOMIC PROGRAM	TABLE OF CONTENTS	
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AUTHORIZED FOR SUBMISSION _____ DIRECTOR USOM					
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ILLUSTRATIVE SAMPLE

C	FORM ICA 10-123 (6-59)	DATE PREPARED 8/1/59	<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.	SECURITY CLASSIFICATION UNCLASSIFIED	COOPERATING COUNTRY COUNTRY X	ICA ADMINISTERED PROGRAM	C
	COUNTRY ECONOMIC PROGRAM				PROBLEM ANALYSIS AND ICA PROGRAM GOALS		
<p><u>I. General Introduction</u></p> <p>The central and primary problem which faces over-all objectives in X is that of limited financial resources being available to the Government of X, both for its own operating costs and for the costs of any type of development program, and the consequent reliance of X on foreign economic assistance.</p> <p>In a country as poorly developed as X, and particularly in an economy where the vast majority of the population do not participate in the cash economy, the cash resources that constitute the taxable base are very limited. It becomes an almost overwhelming problem to develop the financing necessary to carry on even normal governmental functions, much less developmental programs. Only as the economy develops is it possible to broaden the cash economy, and consequently the tax base, to include ever increasing elements of the population.</p> <p>It is around this central problem of inadequate governmental finances that the primary objectives of the Mutual Security Program have been woven: to assist in stimulating economic development in such a way that there will be continually expanding participation in the cash economy at increasingly improved levels of economic activity, with consequently improved capacity for the government to obtain necessary revenue for ordinary governmental activities and, eventually, for financing further development.</p> <p>In achieving this central economic objective, however, the economic program is faced with a series of additional problems which must be over-come. It is to these problems of economic development and economic growth that this part of the presentation has been addressed.</p> <p><u>II. The Key Problems Facing Economic Growth</u></p> <p>Essentially there are four key problems facing economic growth, all of which are divisible into almost innumerable elements. The major of these elements, and the programs being undertaken to overcome these</p>							
<p style="text-align: right;">problems, are described below. The four primary problems are:</p> <ul style="list-style-type: none"> A. Limited and generally underdeveloped natural resources. B. Underdeveloped and inadequately utilized Human Resources. C. Inadequate capital resources. D. Problems of internal security and the costs of national defense. <p>The first three of these problems are typical of almost any under-developed country, although possibly found in more extreme form in Country X. The last problem is one that has specific application to X with regard to its border problems and the desire for development of an army.</p> <ul style="list-style-type: none"> A. <u>Problems Connected with Limited and Underdeveloped Natural Resources</u> <ul style="list-style-type: none"> 1. <u>Inadequately developed water resources for agricultural and livestock purposes</u> <ul style="list-style-type: none"> a. <u>The Problem</u> <p>Rainfall throughout most areas of X is inadequate to permit more than sporadic and low yield production of sorghum and corn through dryland farming methods. Although two rivers exist, they have been comparatively lightly exploited, especially River B, which is the only river which flows 12 months of the year. A total of about 35,000 acres of land are under properly controlled irrigation. Another estimated 100,000 acres are subjected to flash irrigation. Water for livestock is also limited, since antus fly exists along the rivers and forces livestock owners to stay in the "bush" and depend on well water or stock water ponds. Because of the limited availability of stock water, grazing problems are exacerbated with grazing areas around water availabilities being overworked and other acceptable grazing lands being unutilized because of lack of water. (see cont. sheets)</p> 							
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ILLUSTRATIVE SAMPLE

D	FORM ICA 10-124 (6-59)	DATE PREPARED 8/1/57	<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.	SECURITY CLASSIFICATION UNCLASSIFIED	COOPERATING COUNTRY COUNTRY X	ICA ADMINISTERED PROGRAM	D
				COUNTRY ECONOMIC PROGRAM	PROGRAM PROGRESS TO DATE		
<p><u>Program Progress to Date</u></p> <p>The USOM program which started in 1956 ran for the first year with a staff of about 12 people. In 1957 it underwent a major expansion to 30 to 35 people and is now near 40 with some 8 contract personnel and about 5 direct hire employees due to arrive. The major increase in the last year and a half has been in the administration and technical support categories now totaling 22 as compared to 3, in 1956 to early 1957. Much of the increase in this field has actually been necessitated by the low staffing of prior years which due to shortage of personnel was unable to avoid serious administrative confusion and backlog only now being overcome by what may prove later to be, as the backlog is diminished, an overstaffing. That the administrative staff will always appear high in comparison with other missions is inevitable under the logistic circumstances faced in Country X.</p> <p>The USOM program, itself, started in 1956 with a large emphasis on agriculture and village development. By 1957 it included health, education and mineral surveys. In 1958 it expanded to include industry and transportation which was given an initial impetus through commodities brought in in 1955 under the flood relief program. Between 1956 and 1959 the transportation field has grown to include roads, telecommunications, and now aviation.</p> <p>The evolution of the program was based fundamentally on opportunity. It grew as it could, without coordinated plan. There was no real GOX plan to which it could be coordinated until 1958. The five year plan then evolved is certainly not a thorough or really coordinated plan but it is a plan which helps bring some coordination between the various activities of USOM, the UN Aid Mission, the WHO, the FAO, the Swiss mission, the Ford Foundation, and the UNTAA. Conditioning and influencing direction and growth of the USOM program in early years and until quite recently was local suspicion and opposition to our efforts.</p> <p>The program has also undergone evolution in its organization and procedural application. Until now X has been politically unstable with frequent changes of Government. Until a year ago all projects were conducted under Cooperative Services (Servicios) or autonomous boards. This method of operation permitted USOM projects to be isolated from the constant political changes occurring in the Government and permitted introduction of more modern administrative practices within the separate organizations. In late 1958, USOM felt it time to change. The Cooperative Services had grown to a position where they were competing with the regular ministries. In late 1958 USOM and GOX began to abolish all Cooperative Services and henceforth conduct projects on a normal bilateral basis. The change-over from Cooperative Services carried into GOX certain administrative improvements (e.g., the deposit of cash in accounts controlled by Project Directors - a degree of delegation not previously allowed in GOX) that have spread beyond USOM activities alone to the entire development program. The change-over also found USOM division chiefs, formerly confined to the activities of their cooperative services, being called in on and advising GOX departments and ministries on their total program.</p> <p>Now at the beginning of FY 60 USOM has established a rapport both with the departments and ministries and with the new Government which will permit its entry into virtually any field desired. USOM has already been participating in the politically critical fields of education, transportation, agriculture and village development, and in FY 60 enters in two even more critical fields: monetary reform and revenue, and publicity.</p> <p>Progress in individual activities is discussed in the E-1's of each project.</p> <p style="text-align: right;">(see continuation sheets)</p>							
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ILLUSTRATIVE SAMPLE

E	FORM ICA 10-125 (6-59)	DATE PREPARED	<input checked="" type="checkbox"/> ORIGINAL	SECURITY CLASSIFICATION UNCLASSIFIED	COOPERATING COUNTRY COUNTRY X	ICA ADMINISTERED PROGRAM	E
		8 1/59	<input type="checkbox"/> REVISION NO.	COUNTRY ECONOMIC PROGRAM	PROPOSED PROGRAM FOR BUDGET YEAR		
<p><u>I. Program Content</u></p> <p><u>A. Agriculture and Natural Resources</u></p> <p><u>1. Improvement of Agricultural Techniques</u></p> <p>The emphasis in improvement of agricultural techniques in FY 61 will continue to center around developing and strengthening the Agricultural Extension Service and the two agricultural schools, plus tying the programs of research stations and other agricultural programs more closely into the needs of the Extension Service and the agricultural schools.</p> <p>By 1961 there should be extension activities underway in at least skeleton form out of the capital headquarters with district offices in Nimca, Aubun, Otisco and the Lower Kunga. Approximately 40 X extension workers should be on the job. These extension workers will need much further training and guidance in their field activities, and this will be pursued during the year. Combined with training will be increased opportunities for GOX extension personnel to actually get into field work, including demonstrations, field days, training activities, etc.</p> <p>Closer liaison between extension workers and research stations will be brought about, and work of the research stations will be directed more specifically at studies which can be of use to the Extension Service.</p> <p>As the forestry and water conservation programs develop, training in these techniques will be provided to extension personnel, who will be primed to carry eventually increased work in tree distribution and conservation activities.</p> <p>Particular attention will be paid to providing close guidance to new farmers on the Novus and Aubun projects, with assistance centering on improved irrigation techniques</p> <p>as well as general agricultural improvements.</p> <p>By 1961, major physical improvements in the Worsh and Gorge schools should be complete, although further construction and equipment may be needed at Worsh if a decision is made to extend the number of years of study provided at that school. However, continued emphasis will be needed, particularly at Worsh, to inclusion of increasing amounts of practical work for the students. Consideration will be given to the possibilities of expanding activities of the type carried on at the Gorge School into other extension areas.</p> <p><u>2. Agricultural Credit</u></p> <p>By 1961 a rudimentary supervised credit program should be underway in the Novus area, but this program will need continued guidance, training of field personnel and credit supervisors, and further financing to be able to gradually spread into new areas.</p> <p><u>3. Fisheries</u></p> <p>Initial success of the introduction of small motor powered fishing craft and modern fishing gear (long lines, gill nets, etc.) will be known by FY 1961, but further demonstrations in additional areas will still be needed. Also, emphasis must be given to constructing improved fishing equipment in X itself, rather than continuing to depend on imports of all equipment.</p> <p>It is expected that further attention will be given to improving methods of processing fish, both by improvements in the commercial canneries and by attempts to improve salting and drying methods.</p> <p>If practical, consideration will be given to determining the feasibility of developing rock lobster (crayfish) catches and preparation.</p> <p>(see continuation sheets)</p>							
PAGE 4 of 22 PAGES				SECURITY CLASSIFICATION UNCLASSIFIED	SHEET 6 OF SHEETS TO THIS SECTION		

ILLUSTRATIVE SAMPLE

E-I	FORM ICA 10-108 (6-59)	DATE PREPARED 8/1/59	SECURITY CLASSIFICATION UNCLASSIFIED		COOPERATING COUNTRY COUNTRY X	PROJECT SECTION	E-I
			<input checked="" type="checkbox"/> ORIGINAL	<input type="checkbox"/> REVISION NO.			
			COUNTRY ECONOMIC PROGRAM		PROJECT INDEX BY ACTIVITY		
PROJECT NUMBER	ACTIVITY - PROJECT TITLE		PAGE NO.	PROJECT NUMBER	ACTIVITY - PROJECT TITLE		PAGE NO.
XXX-19-013	Overall Project <u>Food and Agriculture</u> in Agriculture (TC/SA/LC).....						
	<u>Industry and Mining</u>						
XXX-01-017	Mineral Resources Development (TC/SA/LC).....						
XXX-03-013	Forest Resources Development (TC/SA).....						
XXX-09-012	Industrial Development (TC/SA/LC).....						
	<u>Transportation</u>						
XXX-31-004	Regional Transportation Facilities (TC/AED/CA)...						
XXX-37-021	Aviation Development (TC/SA).....						
	<u>Health and Sanitation</u>						
XXX-41-014	Malaria Eradication (SA/ME).....						
XXX-54-016	Local Health Services (TC/SA/LC).....						
	<u>Education</u>						
XXX-67-018	Education Development (TC/SA/LC).....						
	<u>Public Administration</u>						
XXX-75-029	Currency Stabilization, Revenue Reform and Development Planning (TC/LC).....						
XXX-8-021	Public Administration Training (TC).....						
XXX-19-02	Modern Equipment - Ministry of Finance (SA).....						
	<u>Community Development and Social Welfare</u>						
XXX-81-020	Village Development (TC/SA/LC).....						
XXX-99-000	Technical Support (TC/SA).....						

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ILLUSTRATIVE SAMPLE

E-1	FORM ICA 10-109 (6-59)	DATE PREPARED October 1, 1959	<input checked="" type="checkbox"/> ORIGINAL		SECURITY CLASSIFICATION UNCLASSIFIED		COOPERATING COUNTRY Country X		PROJECT NO. XXX-13-100		E-1												
			<input type="checkbox"/> REVISION NO.		COUNTRY ECONOMIC PROGRAM		PROJECT TITLE Capital City Milk Production Scheme																
1	PROJECT BEGINS FY 58 ENDS FY 61	(A) Function of Funds	Dollar Obligations (\$1,000)							(B) L/C Commitments or Obligations					(C) Other External Financing	(D) Numbers of People							
			(1) Total	(2) U.S. Technicians	(3) Non-Contract Participants	(4) Contract Services	(5) Commodities	(6) Other Costs	(7) Contributions to Cooperative Service	(1) U.S. Owned MSP	(2) PL 480 and Other	(3) MSP Counterpart	(4) Total U.S. Owned or Controlled L/C	(5) Cooperating Country		(1) Technicians Authorized		(2) Participants					
																Non-Contract	Contract	Non-Contract U.S.	Contract 3rd Country	Contract			
			A. All Prior Years	TC	15.0			15.0															
			B. Net Deob.-Reob.																				
			Current Funds	TC	330.7	30.0	16.0	15.0	269.0	0.7													
			Total Actual Year FY 1959	TC	330.7	30.0	16.0	15.0	269.0	0.7	30.0	-	10.0	40.0		92.0	50.0	2	1	3			
C. Operational Year FY 1960	TC	31.0	30.0	-	-	-	1.0	76.0	30.5	19.1	125.6	57.2	207.0	2	1								
D. Budget Year FY 1961	TC	27.9	27.0	-	-	-	0.9	-	-	0.4	0.4	110.1	5.0	2	1								
E. All Subsequent Years	-	-																					
F. Total All Years		404.6									166.0	259.3	262.0										
2	FY Source of Funds	Function of Funds	(A) Total All Prior			(B) Actual Year FY 59							(C) Operational Year FY 60										
			(1) Cumulative Expenditures 6/30/58	(2) Un-Sub-Obligated 6/30/58	(3) Unliquidated Obligations 6/30/58	(1) Actual Obligations During FY	(2) Total Available for Sub-Oblig.	(3) Sub-Obligated in FY	(4) Un-Sub-Obligated 6/30/59	(5) Total Available for Expenditure	(6) Actual Expenditure in FY 59	(7) Unliquidated Obligations 6/30/59	(1) Estimated Obligations in FY 60	(2) Total Available For Expenditure	(3) Estimated Expenditures in FY 60	(4) Unliquidated Obligations 6/30/60							
			All Prior Years	TC	-	-	15.0	-	-	-	-	15.0	15.0	-		-	-	-					
			Actual Year FY 1959	TC				330.7	330.7	330.7	-	330.7	30.7	300.0		300.0	295.0	5.0					
			Operational Year FY 1960	TC											31.0	31.0	31.0	-					
TOTAL	TC	-	-	15.0	330.7	330.7	330.7	-	345.7	45.7	300.0	31.0	331.0	326.0	5.0								
Problems Addressed:																							
Insufficient agricultural production.																							
Under-developed light industry.																							
High incidence of communicable diseases in urban areas.																							
PAGE 6 of 22 PAGES					SECURITY CLASSIFICATION UNCLASSIFIED					SHEET 1 OF 5 SHEETS TO THIS PROJECT													

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ILLUSTRATIVE SAMPLE

E-1	FORM ICA 10-120 (6-59) Continuation Sheet	DATE PREPARED	<input checked="" type="checkbox"/> ORIGINAL	SECURITY CLASSIFICATION Unclassified	COOPERATING COUNTRY Country X	XXX-13-100	E-1
		October 1, 1959	<input type="checkbox"/> REVISION NO.	COUNTRY ECONOMIC PROGRAM	Capital City Milk Production Scheme		

1. General Description of the Project

This project is a pilot scheme to demonstrate in the Capital City the establishment of a modern milk processing, distribution and marketing system. As such it will be the first of a series of such schemes planned by the GOX for major urban centers as part of its Second Five Year Plan.

The principal long term goal of the Capital City Milk Production Scheme is to assist in bringing the cost of both cows' and "toned" milk within the price range required for mass consumption and indirectly provide an outlet for dried skim milk from surplus countries.

The greater Capital City area includes a population of over six million people. Against a limited milk consumption of about 500,000 pounds per day, of which only 10 percent is pasteurized, almost 80% is produced in the city itself under conditions inimical to health, and using unsound economic and technical methods of production and distribution. The milk supply comes from the suburbs through independent suppliers.

In July 1958, the USOM undertook a study of the milk situation to prepare an integrated production and distribution system with a view to possible dove-tailing of the interests of Country "X" for increased milk consumption with those of the surplus countries seeking a market for dried skim milk. Consultations have been held with representatives of Australia, Canada, New Zealand and the Netherlands in this connection. The survey report was presented to the GOX in January, 1959 and the project is a partial implementation of that report.

The Capital City Milk Production Scheme as developed with the GOX, includes five major aspects:

- Establishment of a milk pasteurization and processing plant in the Capital City, having a capacity of 500,000 pounds.
- Establishment of a 6000 acre Government fodder farm.
- Establishment of housing facilities at Haring for 28,000 milk animals, calves, and owners.
- Movement of 28,000 cattle from Capital City suburbs to Haring.
- Establishment of distribution and marketing facilities for dairy plant production.

2. Specific Activity Targets or End Results of the Project

- To provide 500,000 lbs. of pasteurized fluid milk daily for sale in the Capital City by July, 1961.
- To reduce the retail price of milk 50 percent by January, 1961 to 100 durals (\$0.10) per quart.

3. Progress toward Achievement of Activity Targets

- Work Accomplished to Date

The survey has been completed, the project plan agreed to by the GOX, and two-thirds of the work has been completed in establishing the fodder farm, the dairy plant, and housing and stabling facilities for 28,000 cattle.
- Work Remaining to be Done

Installation of equipment in the dairy plant is being completed and distribution equipment, trucks, etc. are

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ILLUSTRATIVE SAMPLE

E-1	FORM ICA 10-120 (6-59) Continuation Sheet	DATE PREPARED	<input checked="" type="checkbox"/> ORIGINAL	SECURITY CLASSIFICATION Unclassified	COOPERATING COUNTRY Country X	XXX-13-100	E-1
		October 1, 1959	<input type="checkbox"/> REVISION NO.	COUNTRY ECONOMIC PROGRAM	Capital City Milk Production Scheme		
<p>scheduled to arrive shortly and will have to be integrated into the system. Technicians and labor for the dairy plant and fodder farm will have to be recruited and trained. Arrangements for selection, movement, and reception of 28,000 cattle and owners will have to be made, and 600 sales points selected and organized in the Capital City as marketing outlets. Training will have to be provided to approximately 100 workers in the distribution system.</p> <p>c. <u>Progress toward Achievement of Progress Targets</u></p> <p>The production of milk under the scheme has not yet begun.</p> <p>4. <u>Nature of the U.S. Contribution</u></p> <p>a. <u>Previous Fiscal Years</u></p> <p>In FY 1959 and 1960, the U.S. contributed a Dairy Systems Specialist to develop the over-all scheme, a Livestock Adviser and a Dairy Equipment Consultant to advise on development of the fodder farm and plan the dairy equipment layout. The technicians responsible for direction of the dairy plant have been sent to the U.S. for six months' observation of methods of production in medium sized U.S. dairies. Testing equipment, for the dairy and some production and distribution equipment have been provided, e.g. 20 flat trucks, motorized conveyor system, etc.</p> <p>In addition, grants of U.S. owned Section 402 and PL 480, Title I local currency were provided to construct the buildings for the Capital City Dairy Plant.</p> <p>b. <u>Budget Year</u></p> <p>In FY 1961, the USOM will provide the continued services of the Dairy Systems Specialist and for 9 months the Farm Management Adviser. The Dairy Production and Packaging Equipment Adviser will be provided as a contract service for four months of the year (no new obligation of funds required). The services of driver/interpreters for the U.S. direct hire technicians will be continued.</p> <p><u>Technicians</u></p> <p>Dairy Adviser, 1260.08 (Dairy Systems Specialist) Position No. 103. FSR-3. Chief Project Adviser responsible for overseeing development of pilot milk production scheme demonstrating methods of milk production, distribution, and marketing, 12 months. \$15,000.</p> <p>Livestock Adviser, 1290.16 (Dairy Farm Management Specialist). Position No. 104. FSR-4. To advise on operations of fodder farm and train staff in farm management duties. 9 months. \$12,000.</p> <p><u>Other Costs</u></p> <p>2 driver/interpreters for U.S. direct hire technicians. \$900.</p> <p>c. <u>Future Fiscal Years</u></p> <p>There will be no future fiscal year contributions to the project.</p>							
PAGE 8 of 22 PAGES			SECURITY CLASSIFICATION Unclassified		SHEET 3 OF 5 SHEETS TO THIS		

BEST AVAILABLE

ILLUSTRATIVE SAMPLE

E-1	FORM ICA 10-120 (6-59) Continuation Sheet	DATE PREPARED October 1, 1959	<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.	SECURITY CLASSIFICATION Unclassified	COOPERATING COUNTRY Country X	XXX-13-100	E-1
				COUNTRY ECONOMIC PROGRAM		Capital City Milk Production Scheme	

5. Nature of Cooperating Country Contribution

The GOX has purchased the site for the dairy plant, fodder farm, and housing and stabling facilities with national revenue, and constructed the housing and stabling facilities with counterpart. It cleared and leveled land at the fodder farm and erected storage facilities with national revenue.

In FY 1961, the GOX will:

Recruit technicians and labor for operation of the dairy plant with national revenue. SD6,000 (durals)

Undertake training program for milk processing and handling technicians with counterpart. SD40,000 (durals)

Recruit and train labor staff (50 persons) for fodder farm with national revenue. SD210,000 (durals)

Recruit and train approximately 100 persons for distribution system to move milk from dairy plant to sales points with national revenue. SD4,800,000 (durals)

This will complete the GOX contributions to the project. Prior the end of December, 1961 the scheme should be self-supporting.

6. Contribution from Other Sources and Relationship to Other Projects

a. Other Sources

The Netherlands technical assistance program has provided all essential milk reconstitution, pasteurization, and homogenization equipment for the operation of the dairy plus 5 refrigeration machines and 2 boilers. Total value \$50,000.

The Netherlands also has undertaken to provide a Milk Reconstitution Specialist for 16 months beginning October, 1959 to advise on toning of dry skim and cows' milk.

In FY 1960, Australia, New Zealand, Canada, and the Netherlands are each providing a grant of \$50,000 worth of dried skim milk for processing by the plant.

7. Financial Considerations

The U.S. contribution for FY 1961 of \$27,900 terminates the U.S. contribution to the project.

The GOX contributions for FY 1961 are SD40,000 from counterpart and SD11,050,000 from national revenue. The entire GOX budget for this project has been allocated in the current Five Year Development Plan. The project has a high priority in the Development Plan and the Minister of Planning and Development has provided written assurance that funds will be made available on schedule.

Annual recurring costs for labor, maintenance, replacement and operating supplies will not be a call in the GOX budget since by December, 1960 the project will be self-supporting and showing a profit.

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ILLUSTRATIVE SAMPLE

E-1	FORM ICA 10-120 (6-59) Continuation Sheet	DATE PREPARED October 1, 1959	<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.	SECURITY CLASSIFICATION Unclassified	COOPERATING COUNTRY Country X	XXX-13-100	E-1		
				COUNTRY ECONOMIC PROGRAM		Capital City Milk Production Scheme			
<p>No significant pipeline problems exist. The large pipeline at the end of FY 1959 is due largely to undelivered orders of dairy plant production and distribution equipment which is scheduled for delivery to Country "X" during the first quarter of FY 1960.</p> <p>A negligible pipeline is anticipated at the end of FY 1960 and no pipeline is expected at the end of FY 1961.</p> <p>8. <u>Cooperating Country--USOM Coordination</u></p> <p>The plans embodied in this E-1 and extended in the Project Work Plan have been jointly prepared by the Milk Production Branch of the Office of Food Production of the Ministry of Agriculture. Specifically the plans were prepared by the Chief of the Milk Production Branch of the GOX and the USOM Chief Project Adviser (Dairy Systems Specialist). The plans were reviewed and approved by the Director of the Office of Food Production and the GOX financing proposed was authorized by the Minister of Planning and Development.</p> <p>It is understood that the financial contributions proposed under this project for FY 1961 by the USOM and the GOX is contingent upon the availability of U.S. and GOX funds and such other factors as may arise.</p> <p style="text-align: center;">Signed:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;"> <p>_____ Chief Milk Production Branch Office of Food Production</p> </td> <td style="width: 50%; border: none;"> <p>_____ Chief Agriculture Division USOM to "X"</p> </td> </tr> </table> <p style="text-align: center;">Date: October 1, 1959</p>								<p>_____ Chief Milk Production Branch Office of Food Production</p>	<p>_____ Chief Agriculture Division USOM to "X"</p>
<p>_____ Chief Milk Production Branch Office of Food Production</p>	<p>_____ Chief Agriculture Division USOM to "X"</p>								
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ILLUSTRATIVE SAMPLE

E-2	FORM ICA 10-110 (6-59)	DATE PREPARED 10/1/59	<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.	SECURITY CLASSIFICATION UNCLASSIFIED	COOPERATING COUNTRY Country X	PROJECT NO. XX-59-900	E-2						
	COUNTRY ECONOMIC PROGRAM				STATUS OF COOPERATIVE SERVICE FUNDS								
1 PROJECT DETAIL BY CS-FY			Obligations		Expenditures			2 TITLE OF COOPERATIVE SERVICE		CS-FY 1959 BEGINS: Jan. 59 ENDS: Dec. 59			
Project Number	Project Title	(\$1000 Equivalent)				(\$1000 Equivalent)				3 SUMMARY OF STATUS			
		58	59	60	61	58	59	60	61	(All Figures \$1,000 Equivalent)			
52-907	Environmental Sanitation	110	140	150	140	132	137	140	130	U.S. \$1.00 = 100 durals Exchange Rate by Year			
59-906	Overhead Projects Etc.	80	80	80	80	63	89	80	80	CS-FY 58	CS-FY 59	CS-FY 60	CS-FY 61
										\$D100	\$D100	\$D100	\$D100
										A. AVAILABLE FOR OBLIGATION DURING CS-FY			
										1. Unobligated Balance End Prior CS-FY			
										2. Agreed Contributions for CS-FY			
										Most Government			
										U.S. Corresponding U.S.-FY			
										Succeeding U.S.-FY			
										Other			
										TOTAL			
										1,650	2,150	2,650	3,150
										TOTAL			
										1,897	2,373	2,875	3,400
										B. PLANNED OBLIGATIONS DURING CS-FY			
										1. Supplies and Equipment			
										959	1,302	1,625	2,025
										2. Personnel and Training			
										541	633	775	850
										3. All Other			
										174	196	225	250
										TOTAL			
										1,674	2,131	2,625	3,125
										C. UNLIQUIDATED OBLIGATIONS BEGINNING OF CS-FY			
										396	417	500	600
										D. TOTAL OBLIGATIONS AVAILABLE FOR LIQUIDATION (Block B. plus C.)			
										2,070	2,548	3,125	3,725
										E. EXPENDITURE DURING CS-FY			
										1. Supplies and Equipment			
										938	1,219	1,525	1,925
										2. Personnel and Training			
										541	633	775	850
										3. All Other			
										174	196	225	250
										TOTAL			
										1,653	2,048	2,525	3,025
										F. UNLIQUIDATED OBLIGATIONS CLOSE OF CS-FY (Block D. minus E.)			
										417	500	600	700
										G. UNOBLIGATED BALANCE CLOSE OF CS-FY (Block A. minus B.)			
										1. Reserves			
										200	225	250	275
										2. Unreserved Balance			
										23			
										TOTAL			
										223	225	250	275
TOTAL (Must correspond with (3B.) and (3E.))		1,674	2,148	2,625	3,125	1,653	2,048	2,525	3,025				
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ILLUSTRATIVE SAMPLE

F	FORM ICA 10-112 (6-59)	DATE PREPARED 10/1/59	SECURITY CLASSIFICATION UNCLASSIFIED		COOPERATING COUNTRY Country X	ICA ADMINISTERED PROGRAM	F		
			<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.		COUNTRY ECONOMIC PROGRAM			DOLLAR NON-PROJECT LISTING	
		(A) ACTUAL FY 1959	(B) OPERATIONAL Congressional Presentation FY 1960		(C) BUDGET FY 1961				
(All Figures \$1,000)								(All Figures \$1,000)	
SURPLUS AGRICULTURAL	A.	Imports To This Country	Edible Fats & Oils	2,000					
			Dairy Products	1,000					
			Cotton	1,500					
				All Other	4,500				
				TOTAL					
		B.	Deduct Sales To This Country For Benefit Of Other Countries						
	C.	Add Sales To Other Countries For Benefit Of This Country		500					
		Net Imports For Benefit Of This Country		5,000					
ALL OTHER COMMODITIES	A. Food								
				All Other					
				TOTAL					
		B. Feed and Fertilizer	Fertilizer	10,000	9,500	9,000			
				All Other					
				TOTAL	10,000	9,500	9,000		
		C. Fuel							
			All Other						
			TOTAL						
ALL OTHER COMMODITIES (CONTINUED)	2	D.	Agri. Pesticides		1,000	1,000	1,000		
			Non-Ferrous Metals		1,000	1,000	1,000		
			Iron & Steel Mat.	11,000	8,000	8,000	8,000		
			Textile Products	1,000	500	500	500		
			Wool	2,000	-	-	-		
			Chemicals & Drugs	8,400	6,000	5,000	4,500		
			All Other	200	500	500	500		
				TOTAL	22,600	17,000	16,000	15,500	
		E.	Machinery & Equip.	11,400	10,000	9,000	9,000		
			Motor Vehicles, Engines & Parts	4,000	4,000	3,500	3,500		
		Communications Equip. "Tri"	(500)						
			All Other						
			TOTAL	15,400	14,000	12,500	12,500		
	F.	Rubber & Rubber Products	3,000	1,000	1,000	1,000			
		Lubricants & Greases	4,000	3,000	3,000	2,000			
			All Other						
			TOTAL	7,000	4,000	4,000	3,000		
			TOTAL	45,000	45,000	42,000	40,000		
		3 CASH TRANSACTIONS							
		4 OTHER (DETAIL)							
		5 TOTAL NON-PROJECT ASSISTANCE		50,000	45,000	42,000	40,000		
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ILLUSTRATIVE SAMPLE

F	FORM ICA 10-120 (6-59) Continuation Sheet	DATE PREPARED 10/1/59	<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.	SECURITY CLASSIFICATION UNCLASSIFIED	COOPERATING COUNTRY Country X	ICA Administered Program	F
				COUNTRY ECONOMIC PROGRAM			
<u>Problems Addressed by Non-Project Activity</u>				increase in spare parts should make it possible to effect a significant increase in capital goods imports by FY 1963, with a commensurate decrease in the import of consumables.			
P-3 Chronic Gap in Balance of Payments				<u>Rationale for Non-Project Composition</u>			
P-4 Insufficient Production of Food Grains to Meet Current Demand				Although it is recognized that the precise commodity composition of the defense support program loses some significance because of reciprocal substitutability between the various foreign exchange resources available to GOX, the particular imports financed by ICA are limited to essential commodities for the maintenance of present activity levels and investment. The over-all level and composition of imports is determined by the GOX on the basis of all exchange resources available including defense support. The direct impact of defense support imports is on the over-all balance of payments position; the impact on particular economic sectors occurs indirectly through the maintenance of imports at levels essential to maintain at least minimum activity in certain industries.			
P-5 Insufficient Production of Manufactured Consumers Products to Meet Current Demand				The amount of fertilizer and agricultural pesticides included in this proposed commodity import program does not represent estimated total imports, but when added to estimated domestic production of fertilizer should insure at least a minimum supply of these productive commodities in our effort to increase agricultural production by 15% in FY 1961. With the same goal in mind, \$7 million of agricultural machinery and equipment has been included in the program.			
<p>The immediate objective of the non-project sector of our aid program to GOX is to minimize the balance of payments deficit in 1961. Deliveries from commodity commitments through FY 1960 plus estimated deliveries from proposed commitments for FY 1961 should result in imports during FY 1961 sufficient to meet the \$48 million GOX anticipated foreign exchange resources gap after provision for P.L. 480 sales of surplus agricultural commodities.</p> <p>Some effort is being made to influence the composition of the import program to shift from the more immediate consumables toward more productive types of goods. This is being done through imports of fertilizers, pesticides, and agricultural machinery in an effort to make GOX self-sufficient in food grains by 1964. The importing of raw materials and spare parts are being encouraged in order to keep the capacity of factories producing consumer goods more fully utilized, in the effort to reduce the need for importing consumables while attempting to maintain the level of per capita consumption. To the extent that increased domestic production of consumer goods makes possible the release of foreign exchange for the importation of capital goods, this will be encouraged.</p> <p>FY 1961 plans indicate that although the import of food grains will not decrease during the year, total imports of fertilizers and pesticides will increase 10% and agricultural machinery by 20%. Only a slight increase in imports of capital goods is forecast for 1961, but the 25% increase of raw materials and more than one-third</p>				<p>Some few direct consumables in the form of textile products and drugs were included to give recognition to the obvious need to import certain of the more essential types of consumer goods.</p> <p>The remainder of the items in the commodity import listing was included in order to support the budding consumer goods industries and thereby contribute to the goals of reducing import needs and increasing production of light industry 15% in FY 1961.</p>			
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ILLUSTRATIVE SAMPLE

G-2		FORM ICA 10-114 (6-59)		DATE PREPARED		SECURITY CLASSIFICATION		COOPERATING COUNTRY		ICA ADMINISTERED PROGRAM		G-2				
		10/1/59		UNCLASSIFIED		Country X		COUNTRY ECONOMIC PROGRAM		DOLLAR PROJECT PROGRAM BY FIELD OF ACTIVITY						
				<input checked="" type="checkbox"/> ORIGINAL								<input type="checkbox"/> REVISION NO.				
ANNUAL PROJECT ASSISTANCE COSTS BY FIELD OF ACTIVITY		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H) 71-79			(I) 81-89			(J)	
All Dollar Figures \$1,000		Total All Fields	11-19 Food and Agriculture	21-29 Industry and Mining	31-39 Transportation	41-49 Labor	51-59 Health and Sanitation	61-69 Education	Public Administration			Community Development, Social Welfare and Housing			General and Miscellaneous	
									(1) 71 Public Safety	(2) 72-79 Public Administration	Total	(1) 81-82 Comm. Devel. and Social Welfare	(2) 83-89 Housing	Total		
1	ACTUAL YEAR	SA/DS	3,214	-	-	3,214	-	-	-	-	-	-	-	-	-	-
	FY 1959	TC	5,558	1,300	600	1,000	100	360	700	-	400	400	450	-	450	648
		Total	8,772	1,300	600	4,214	100	360	700	-	400	400	450	-	450	648
	No. of Technicians - Total			331	60	33	78	4	24	34	28	28	30	-	30	40
	Direct Hire			160	52	12	5	1	15	2	9	9	27	-	27	37
Contract			171	8	21	73	3	9	32	19	19	3	-	3	3	
No. of Participants - Total			200	36	5	25	-	20	20	13	13	50	-	50	31	
Non-Contract																
U.S.			165	36	5	5	-	20	5	13	13	50	-	50	31	
Third Country			-	-	-	-	-	-	-	-	-	-	-	-	-	
Contract			35	-	-	20	-	15	-	-	-	-	-	-	-	
2	OPERATIONAL YEAR	SA/DS	3,200	-	-	2,700	-	500	-	-	-	-	-	-	-	-
	FY 1960	TC	5,800	1,300	450	800	100	600	550	100	500	600	550	-	550	850
		Total	9,000	1,300	450	3,500	100	1,100	550	100	500	600	550	-	550	850
	No. of Technicians - Total			342	57	35	75	4	32	35	3	38	33	-	33	33
	Direct Hire			175	50	15	5	-	22	5	3	18	30	-	30	30
Contract			167	7	20	70	4	10	30	-	20	3	-	3	3	
No. of Participants - Total			313	45	42	41	-	25	33	10	32	45	-	45	50	
Non-Contract																
U.S.			213	45	7	6	-	25	8	10	27	45	-	45	50	
Third Country			5	-	-	-	-	-	-	-	5	-	-	-	-	
Contract			95	-	35	35	-	25	-	-	-	-	-	-	-	
3	BUDGET YEAR	SA/DS	4,000	-	-	3,500	-	500	-	-	-	-	-	-	-	-
	FY 1961	TC	7,200	1,500	1,500	600	100	700	800	300	600	900	700	-	700	400
		Total	11,200	1,500	1,500	4,100	100	1,200	800	300	600	900	700	-	700	400
	No. of Technicians - Total			357	62	45	75	-	32	40	5	43	35	-	35	25
	Direct Hire			195	57	20	5	-	22	12	5	23	35	-	35	21
Contract			162	5	25	70	-	10	28	-	20	-	-	-	4	
No. of Participants - Total			323	50	62	38	2	30	40	7	33	40	-	40	28	
Non-Contract																
U.S.			219	50	28	8	2	30	20	7	13	40	-	40	28	
Third Country			20	-	-	-	-	-	-	-	20	-	-	-	-	
Contract			84	-	34	30	-	20	-	-	-	-	-	-	-	

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ILLUSTRATIVE SAMPLE

G-3		FORM ICA 10-115 (4-59)		DATE PREPARED	X ORIGINAL		SECURITY CLASSIFICATION	COOPERATING COUNTRY		ICA ADMINISTERED PROGRAM		G-3				
				10/1/59			UNCLASSIFIED	COUNTRY X								
		COUNTRY ECONOMIC PROGRAM							DOLLAR PROJECT PROGRAM BY COST COMPONENT							
DOLLAR COST COMPONENTS AND NUMBER OF PEOPLE BY FY AND FUNCTION	(A)	MAJOR COST COMPONENTS (ALL FIGURES \$1,000)							(B) NUMBER OF TECHNICIANS					(C) NUMBER OF PARTICIPANTS		
		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(1)	(2)	(3)	(1)	(2)			
		Total Cost	Direct Hire Technicians	Non-Contract Participants	Contract Services	Commodities	Other Costs	Contribution to Cooperative Services	Direct Hire (a) Positions Authorized	Contract (b) On Board End of Year	Locals (c) Direct Hire on Board End of Year	Non-Contract (a) Programmed for U.S.	Contract (b) Programmed for 3rd Country	Contract (c) Programmed		
1 ACTUAL YEAR FY 1959	SA/DS	3,214	114	-	1,100	2,000	-	-	5	5	11	9	-	-	-	
	TC	5,556	2,190	640	1,800	746	32	150	155	140	160	155	32	165	-	35
	TOTAL	8,772	2,304	640	2,900	2,746	32	150	160	145	171	164	32	165	-	35
2 Congressional Presentation	SA/DS	3,500	150	-	1,100	2,250	-	-	-	5	-	12	-	-	-	
	TC	5,900	2,250	900	1,850	700	50	150	-	167	-	155	40	216	-	37
	TOTAL	9,400	2,400	900	2,950	2,950	50	150	-	172	-	167	40	216	-	37
OPERATIONAL YEAR FY 1960	SA/DS	3,200	150	200	850	2,000	-	-	5	5	12	10	-	27	-	-
	TC	5,800	2,300	750	1,850	700	50	150	170	155	155	150	34	186	5a/	95
	TOTAL	9,000	2,450	950	2,700	2,700	50	150	175	160	167	160	34	213	5	95
3 BUDGET YEAR FY 1961	SA/DS	4,000	100	250	1,150	2,500	-	-	5	4	12	10	-	20	-	-
	TC	7,200	2,550	750	2,775	900	75	150	190	170	150	145	40	199	20a/	84
	TOTAL	11,200	2,650	1,000	3,925	3,400	75	150	195	174	162	155	40	219	20	84
a/ Public Administration participants to Country Y.																
PAGE 15 of 22 PAGES							SECURITY CLASSIFICATION UNCLASSIFIED					SHEET 1 OF 1 SHEETS TO THIS TABLE				

BEST AVAILABLE

ILLUSTRATIVE SAMPLE

G-4	FORM ICA 10-116 (6-59)	DATE PREPARED 10/1/59	SECURITY CLASSIFICATION UNCLASSIFIED		COOPERATING COUNTRY COUNTRY X	ICA ADMINISTERED PROGRAM		G-4	
			<input checked="" type="checkbox"/> ORIGINAL	<input type="checkbox"/> REVISION NO.		COUNTRY ECONOMIC PROGRAM	LOCAL CURRENCY PROGRAM BY FIELD OF ACTIVITY		
DEFINITIONS: OBLIGATIONS or COMMITMENTS 1. U.S. owned local currency - Obligation is considered to take place in same manner as for dollar funds. 2. Counterpart - Commitment is considered to take place when a firm agreement is made between the U.S. and the host country to provide specified amounts for specific purposes or projects. Since such agreement takes place in different stages in different countries, varying from instance to instance, in which the obligation or commitment and the authorization to release from the special account are identical to instances in which the firm agreement precedes such authorization, indicate the point in the programming process which precludes reprogramming without amendment of an intergovernmental agreement.	OBLIGATIONS OR COMMITMENTS BY FISCAL YEAR (All Figures \$1,000 Equivalent)		(A) FY 1959		(B) FY 1960		(C) FY 1961		
			(1) MSP Source		(1) MSP Source		(1) MSP Source		
			(2) Title I PL 480 & Other		(2) Title I PL 480 & Other		(2) Title I PL 480 & Other		
			(a) U.S. Owned	(b) Counterpart	(a) U.S. Owned	(b) Counterpart	(a) U.S. Owned	(b) Counterpart	
	1	A. Projects							
	MILITARY PURPOSES	B. Budget Support	10,700	34,000					
		C. Military Procurement							
		TOTAL	10,700	34,000					
	ECONOMIC PURPOSES	A. Projects	1. Food and Agriculture	5,000		4,165	24,000		22,000
			2. Industry and Mining	4,000			8,000		8,500
3. Transportation			2,000			2,000		2,500	
4. Labor			-			-		-	
5. Health and Sanitation			1,000			1,000		1,000	
6. Education			-			-		-	
7. Public Safety			-			-		-	
Public Admin.			-			-		-	
TOTAL			-			-		-	
8. Community Development and Social Welfare		-			(6,000)		(5,000)		
C.D., S.W. & H.	-			-		-			
Housing	-			-		-			
TOTAL	-			6,000		5,000			
9. General and Miscellaneous	1,000			1,000		1,000			
TOTAL	13,000			42,000		40,000			
B. Budget Support	-			-	52,500		45,000		
C. Procurement for Third Countries	-			-					
TOTAL	-	13,000		4,165	42,000	52,500	40,000	45,000	
3	TOTAL ALL PURPOSES	10,700	47,000	-	4,165	42,000	52,500	40,000	45,000

ILLUSTRATIVE SAMPLE

G-5		FORM ICA 10-117 (6-59)	DATE PREPARED 10/1/59	<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.		SECURITY CLASSIFICATION UNCLASSIFIED	COOPERATING COUNTRY Country X	ICA ADMINISTERED PROGRAM				G-5			
COUNTRY ECONOMIC PROGRAM						DOLLAR PIPELINE SUMMARY ANALYSIS									
OBLIGATION AND EXPENDITURE BY FISCAL YEAR (ALL FIGURES \$1,000)		(A) TOTAL ALL YEARS PRIOR FY	(B) ACTUAL YEAR FY 1959				(C) OPERATIONAL YEAR FY 1960				(D) BUDGET YEAR FY 1961				
		(1) Unliquidated Obligations 6/30/58	(1) Actual Obligations During FY 1959	(2) Total Available for Expenditure	(3) Actual Expenditure in FY 1959	(4) Unliquidated Obligations 6/30/59	(1) Estimated Obligations in FY 1960	(2) Total Available for Expenditure	(3) Estimated Expenditures in FY 1960	(4) Unliquidated Obligations 6/30/60	(1) Proposed Obligations in FY 1961	(2) Total Available for Expenditure	(3) Estimated Expenditures in FY 1961	(4) Unliquidated Obligations 6/30/61	
1	ALL PRIOR YEAR FUNDS	Project	71,595	-303	71,292	22,292	49,000		49,000	22,000	27,000		27,000	13,000	14,000
		SA/DS Non-Proj.	64,795	-587	64,208	43,208	21,000		21,000	14,000	7,000		7,000	6,500	500
		Sub-Total	136,390	-890	135,500	65,500	70,000		70,000	36,000	34,000		34,000	19,500	14,500
		Tech. Cooperation	13,190	118	13,308	4,308	9,000		9,000	4,000	5,000		5,000	3,000	2,000
		TOTAL	149,580	-772	148,808	69,808	79,000		79,000	40,000	39,000		39,000	22,500	16,500
2	FY 1959 FUNDS	Project		3,214	3,214	1,214	2,000		2,000	1,000	1,000		1,000	1,000	-
		SA/DS Non-Proj.		50,000	50,000	3,500	46,500		46,500	37,500	9,000		9,000	6,500	2,500
		Sub-Total		53,214	53,214	4,714	48,500		48,500	38,500	10,000		10,000	7,500	2,500
		Tech. Cooperation		5,558	5,558	2,058	3,500		3,500	1,500	2,000		2,000	1,500	500
		TOTAL		58,772	58,772	6,772	52,000		52,000	40,000	12,000		12,000	9,000	3,000
3	FY 1960 FUNDS	Project						3,200	3,200	1,000	2,200		2,200	1,200	1,000
		SA/DS Non-Proj.						42,000	42,000	3,000	39,000		39,000	30,000	9,000
		Sub-Total						45,200	45,200	4,000	41,200		41,200	31,200	10,000
		Tech. Cooperation						5,800	5,800	1,800	4,000		4,000	1,800	2,200
		TOTAL						51,000	51,000	5,800	45,200		45,200	33,000	12,200
4	FY 1961 FUNDS	Project									4,000	4,000	1,200	2,800	
		SA/DS Non-Proj.									40,000	40,000	5,000	35,000	
		Sub-Total									44,000	44,000	6,200	37,800	
		Tech. Cooperation									7,200	7,200	2,200	5,000	
		TOTAL									51,200	51,200	8,400	42,800	
5	TOTAL FUNDS ALL YEARS	Project	71,595	2,911	74,506	23,506	51,000	3,200	54,200	24,000	30,200	4,000	34,200	16,400	17,800
		SA/DS Non-Proj.	64,795	49,413	114,208	46,708	67,500	42,000	109,500	54,500	55,000	40,000	95,000	48,000	47,000
		Sub-Total	136,390	52,324	188,714	70,214	118,500	45,200	163,700	78,500	85,200	44,000	129,200	64,400	64,800
		Tech. Cooperation	13,190	5,676	18,866	6,366	12,500	5,800	18,300	7,300	11,000	7,200	18,200	8,500	9,700
		TOTAL	149,580	58,000	207,580	76,580	131,000	51,000	182,000	85,800	96,200	51,200	147,400	72,900	74,500

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ILLUSTRATIVE SAMPLE

G-6	FORM ICA 10-118 (6-59)	DATE PREPARED 10/1/59	<input checked="" type="checkbox"/> ORIGINAL	SECURITY CLASSIFICATION UNCLASSIFIED	COOPERATING COUNTRY COUNTRY X	ICA ADMINISTERED PROGRAM	G-6
			<input type="checkbox"/> REVISION NO.	COUNTRY ECONOMIC PROGRAM		LOCAL CURRENCY PIPELINE	

DEFINITIONS: GENERATED - Generated is defined to mean the amount of local currency that has accrued or will accrue as a result of dollar obligations. Deductions should be made for MSP currencies not available for MSP use as indicated in Table G-1. OBLIGATED OR COMMITTED 1. U.S. owned local currency - Obligation is considered to take place in same manner as for dollar funds. 2. Counterpart - Commitment is considered to take place when a firm agreement is made between the U.S. and the host country to provide specified amounts for specific purposes or projects. Since such agreement takes place at different stages in different countries, varying from instances in which the obligation or commitment and the authorization to release from the special account are identical, to instances in which the firm agreement precedes such authorization, indicate the point in the programming process which precludes reprogramming without amendment of an intergovernmental agreement (describe below the type of document used for such agreement). <th rowspan="3">1</th> <th rowspan="3">MSP LOCAL CURRENCIES</th> <th rowspan="3">A. U.S. Owned</th> <th rowspan="3">1. Generated</th> <th colspan="3">(A) FY 1959</th> <th colspan="2">(B) FY 1960</th> <th colspan="2">(C) FY 1961</th>	1	MSP LOCAL CURRENCIES	A. U.S. Owned	1. Generated	(A) FY 1959			(B) FY 1960		(C) FY 1961	
					(1) Status 7/1/58	(2) Net Change	(3) Status 6/30/59	(1) Net Change	(2) Status 6/30/60	(1) Net Change	(2) Status 6/30/61
					(ALL FIGURES \$1,000 EQUIVALENT)						
EXPENDITURE 1. U.S. owned currency - Expenditure of U.S. owned local currency is considered to take place at the time funds are withdrawn from the U.S. account. 2. Counterpart - Expenditure of counterpart is considered to take place at the time funds are withdrawn from the special account. a/ PL 480, Title II.	2	PL 480 TITLE I LOCAL CURRENCY FOR MSP PURPOSES	Exchange Rate \$1 = \$D95	2. Deposited	11,865	1,500	13,365	1,500	14,865	1,600	16,465
				3. Obligated	-	10,700	10,700	4,165	14,865	-	14,865
				4. Expended	-	10,700	10,700	1,165	11,865	3,000	14,865
				5. Undeposited Generation	-	3,100	3,100	-1,500	1,600	-1,600	-
				6. Unobligated Deposits	11,865	-9,200	2,665	-2,665	-	1,600	1,600
				7. Unexpended Deposits	11,865	-9,200	2,665	335	3,000	-1,400	1,600
				7. Unexpended Deposits	11,865	-9,200	2,665	335	3,000	-1,400	1,600
	2	PL 480 TITLE I LOCAL CURRENCY FOR MSP PURPOSES	Exchange Rate \$1 = \$D97	A. Generated	205,589	39,570	245,159	41,000	286,159	40,000	326,159
				B. Deposited	160,578	40,000	200,578	47,000	247,578	42,000	289,578
				C. Committed	156,000	47,000	203,000	42,000	245,000	40,000	285,000
				4. Expended	150,000	50,000	200,000	40,000	240,000	35,000	275,000
				5. Undeposited Generation	45,011	-430	44,581	-6,000	38,581	-2,000	36,581
				6. Uncommitted Deposits	4,578	-7,000	-2,422	5,000	2,578	2,000	4,578
				7. Unexpended Deposits	10,578	-10,000	578	7,000	7,578	7,000	14,578
3	OTHER LOCAL CURRENCY FOR MSP PURPOSES	Exchange Rate \$1 = \$D95	A. Generated	100,000	30,000	130,000	45,000	175,000	54,000	229,000	
			B. Deposited	80,000	20,000	100,000	55,000	155,000	59,500	214,500	
			C. Obligated	75,000	-	75,000	52,500	127,500	45,000	172,500	
			D. Expended	75,000	-	75,000	52,500	127,500	45,000	172,500	
			E. Undeposited Generation	20,000	10,000	30,000	-10,000	20,000	-5,500	14,500	
			F. Unobligated Deposits	5,000	20,000	25,000	2,500	27,500	14,500	42,000	
			G. Unexpended Deposits	5,000	20,000	25,000	2,500	27,500	14,500	42,000	
3	OTHER LOCAL CURRENCY FOR MSP PURPOSES	Exchange Rate \$1 = \$D95	A. Generated	2,068	-	-	-	-	-	-	
			B. Deposited	2,068	-	-	-	-	-	-	
			C. Committed	2,068	-	-	-	-	-	-	
			D. Expended	2,068	-	-	-	-	-	-	
			E. Undeposited Generation	-	-	-	-	-	-	-	
			F. Uncommitted Deposits	-	-	-	-	-	-	-	
			G. Unexpended Deposits	-	-	-	-	-	-	-	

ILLUSTRATIVE SAMPLE

G-7	FORM ICA 10-119 (6-59)	DATE PREPARED 10/1/59	<input checked="" type="checkbox"/> ORIGINAL		SECURITY CLASSIFICATION UNCLASSIFIED	COOPERATING COUNTRY COUNTRY X	ICA ADMINISTERED PROGRAM			G-7
			<input type="checkbox"/> REVISION NO.		COUNTRY ECONOMIC PROGRAM		TITLE I, PUBLIC LAW 480 SALES			
1		(A)	(B)	(C)	(D) MSP Country Uses					
SALES AGREEMENTS BY FY OF SIGNATURE		Total Sales Contemplated By Agreement	Reserved For U.S. Use Section 104 (a, b, f, h, i, j, etc.)	Section 104(e) Loan Administered By Ex-Im Bank (Cooley)	(1) Section 104(c) (a) Administered By DOD (b) Administered By ICA		(2) Section 104(d)	(3) Section 104(e)	(4) Section 104(g)	(5) Total Administered By MSP Agencies
A. Cumulative through Actual Year FY 1959		160,000 ^{a/}	15,000	5,000	50,000	-	-	10,000	80,000 ^{a/}	140,000 ^{a/}
B. Operational Year, FY 1960		50,000	5,000	-	-	-	-	-	45,000	45,000
C. Budget Year, FY 1961		60,000	6,000	-	-	-	-	-	54,000	54,000
TOTAL		270,000	26,000	5,000	50,000	-	-	10,000	179,000	239,000
SALES UNDER SALES AGREEMENTS BY FISCAL YEAR OF SIGNATURE										
2	COMMODITY	(A) Cumulative through Actual Year FY 1959		(B) Operational Year FY 1960		(C) Budget Year FY 1961				
		(1) Unit and Quantity	(2) Value	(1) Unit and Quantity	(2) Value	(1) Unit and Quantity	(2) Value			
		(1,000 M/T)		(1,000 M/T)		(1,000 M/T)				
	Wheat	1,250	100,000	440	35,000	500	40,000			
	Rice	125	15,000	40	4,800	50	6,000			
	Misc. Commodities	-	15,500	-	4,575	-	6,500			
	Ocean Freight	-	19,500	-	5,625	-	7,500			
	TOTAL		150,000 ^{a/}		50,000		60,000			
PAGE 10 OF 22 PAGES				SECURITY CLASSIFICATION UNCLASSIFIED			SHEET 1 OF 1 SHEETS TO THIS TABLE			

^{a/} Difference between Sales Agreements and Sales of Commodities represents shortfall of \$10,000 Sec. 104(g), in FY 1957 agreement. See also Table G-6, P.L. 480 Title I, "Generated".

ILLUSTRATIVE SAMPLE

G-8 a		FORM ICA 10-135 (6-59)	DATE PREPARED 10/1/59	<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.	SECURITY CLASSIFICATION UNCLASSIFIED	COOPERATING COUNTRY COUNTRY X	ICA ADMINISTERED PROGRAM										G-8 c						
		COUNTRY ECONOMIC PROGRAM										ICA/IES COORDINATED PLANS											
		(A) ICA PROGRAM										(B) IES PROGRAM										(C)	
		U.S. TECHNICIANS					PARTICIPANTS TO U.S.					U. S.					FOREIGN					GRAND TOTAL	
Actual Year = FY 1950	Operational Year = FY 1960	Budget Year = FY 1961	Univ. Contract	All Other	Total	Observational Study	In-Service Training	Educ. Inst. Study	Total	3rd Country Participants	Total	Lecturers & Research Scholars	Teachers	Students	Specialists	Total	Lectures & Research Scholars	Teachers	Students	Leaders & Specialists	Total	Total	
Subject Matter Fields	ICA Activity Code																						
A. Agriculture	(11-19)	Act FY	35	11	46	-	-	2	2	2	24												54
		Op FY	41	27	68			5	11	3	68												68
		Bud FY	41	15	56			2	11	2	50												70
B. Atomic Energy	(98)	Act FY	-	-	-				-	-	-												-
		Op FY	-	-	-				-	-	-												-
		Bud FY	-	-	-				-	-	-												-
C. Civil Police Administration	(71)	Act FY	-	1	1	2			2	1	4												4
		Op FY	-	2	2				1	1	2												4
		Bud FY	-	1	1				1	1	2												5
D. Community Development and Social Welfare	(81-82)	Act FY	-	-	-				-	-	-									1	1	1	1
		Op FY	-	-	-				-	-	-												-
		Bud FY	-	-	-				-	-	-												-
E. Economics		Act FY	-	-	-				-	-	-												-
		Op FY	-	-	-				-	-	-												-
		Bud FY	-	-	-				-	-	-												-
F. Education	(01-09)	Act FY		28	28	3	2	4	7	4	39		2		2					2	2	1	43
		Op FY		24	24	3	2	5	10	-	34												34
		Bud FY	3	24	27	3	7	5	15	-	42												42
G. Engineering		Act FY		-	-		1		1	-	1												1
		Op FY		-	-		-		-	-	-												-
		Bud FY		-	-		-		-	-	-												-
H. English Language	(69)	Act FY		-	-		-		-	-	-												-
		Op FY		-	-		-		-	-	-									1	1	1	1
		Bud FY		-	-		-		-	-	-									2	2	2	2
I. Housing	(83-89)	Act FY		-	-		-		-	-	-												-
		Op FY		-	-		-		-	-	-												-
		Bud FY		-	-		-		-	-	-												-
J. Humanities		Act FY		-	-		-		-	-	-												-
		Op FY		-	-		-		-	-	-	1	2		1	4				2	2	6	6
		Bud FY		-	-		-		-	-	-	2	2		2	6				3	3	9	9

ILLUSTRATIVE SAMPLE

G-8b	FORM ICA 10-136 (6-59)	DATE PREPARED 10/1/59	SECURITY CLASSIFICATION UNCLASSIFIED		COOPERATING COUNTRY COUNTRY X	ICA ADMINISTERED PROGRAM		G-8b														
			<input checked="" type="checkbox"/> ORIGINAL	<input type="checkbox"/> REVISION NO.		COUNTRY ECONOMIC PROGRAM			ICA/IES COORDINATED PLANS													
			(A) ICA PROGRAM						(B) IES PROGRAM					(C)								
Subject Matter Fields	ICA Activity Code	Actual Year = FY 19 Operational Year = FY 19 Budget Year = FY 19	U.S. TECHNICIANS			PARTICIPANTS TO U.S.				U. S.					FOREIGN				GRAND TOTAL			
			Univ. Contract	All Other	Total	Observational Study	In-Service Training	Educ. Inst. Study	Total	3rd Country Participants	Total	Lecturers & Research Scholars	Teachers	Students	Specialists	Total	Lecturers & Research Scholars	Teachers		Students	Leaders & Specialists	Total
K. Industry & Mining	(21-29)	Act FY Op FY Bud FY	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -
L. Labor	(41-49)	Act FY Op FY Bud FY	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -
M. Mass Media Communications	(92)	Act FY Op FY Bud FY	- - -	3 3 3	3 3 3	- - -	2 2 2	- - -	2 2 2	3 3 3	1 1 1	- - -	- - -	2 2 2	- - -	- - -	- - -	2 2 2	2 2 2	2 2 2	2 2 2	5 11 13
N. Parliamentarians		Act FY Op FY Bud FY	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	3 4 4	3 4 4	3 4 4	3 4 4	3 4 4
O. Public Administration	(72-79)	Act FY Op FY Bud FY	- - -	2 2 2	2 2 2	- - -	3 4 6	- - -	3 4 6	1 4 4	- - -	- - -	- - -	6 10 12	- - -	- - -	- - -	- - -	- - -	- - -	- - -	6 10 12
P. Public Health	(57-59)	Act FY Op FY Bud FY	- - -	27 24 24	27 24 24	- - -	3 6 7	- - -	3 10 11	3 - -	4 - -	- - -	- - -	6 34 35	- - -	- - -	- - -	- - -	- - -	- - -	- - -	40 34 35
Q. Public Officials		Act FY Op FY Bud FY	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	4 5 5	4 5 5	4 5 5	4 5 5	4 5 5
R. Science (Medical, Physical, Natural)		Act FY Op FY Bud FY	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	1 2 2	1 2 2	1 2 2	1 2 2	1 2 2
S. Social Sciences		Act FY Op FY Bud FY	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	3 6 6	3 6 6	3 6 6	3 6 6	3 6 6
T. Transportation	(31-39)	Act FY Op FY Bud FY	- - -	10 10 10	10 10 10	- - -	- - -	- - -	1 1 -	11 11 10	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	- - -	11 11 10

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ILLUSTRATIVE SAMPLE

G-8 c	FORM ICA 10-137 (6-59)	DATE PREPARED 10/1/59	SECURITY CLASSIFICATION <input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION NO.		UNCLASSIFIED	COOPERATING COUNTRY COUNTRY X	ICA ADMINISTERED PROGRAM	G-8 c															
	COUNTRY ECONOMIC PROGRAM					ICA/IES COORDINATED PLANS																	
1 Cont'd. Actual Year = FY 19 Operational Year = FY 19 Budget Year = FY 19		(A) ICA PROGRAM								(B) IES PROGRAM								(C) GRAND TOTAL					
		U.S. TECHNICIANS				PARTICIPANTS TO U.S.				U.S.				FOREIGN									
Subject Matter Fields	ICA Activity Code	Univ. Contract	All Other	Total	Observational Study	In-Service Training	Educ. Inst. Study	Total	3rd Country Participants	Total	Lecturers & Research Scholars	Teachers	Students	Specialists	Total	Lecturers & Research Scholars	Teachers	Students	Leaders & Specialists	Total	Total		
U.		Act FY	20	20		2		-	20													20	
		Op FY	20	20				2	22													22	
		Bud FY	18	18				-	18													18	
V.		Act FY	3	3				2	5													5	
		Op FY	3	3				2	5													5	
		Bud FY	3	3				8	11													11	
W.		Act FY		-				-	-										1	1	1	1	
		Op FY		-				-	-										2	2	2	2	
		Bud FY		-				-	-										2	2	2	2	
TOTAL		Act FY	36	105	141	5	9	12	26	15	182	-	2	-	-	2	-	-	-	6	6	8	190
		Op FY	41	101	142	3	26	14	43	8	193	1	2	-	2	5	-	-	-	22	22	27	220
		Bud FY	44	102	146	3	37	14	54	8	208	2	2	-	4	8	-	-	-	30	30	38	246
2 Comments:																							

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0-1	FORM ICA 10-130 (6-59)	DATE PREPARED July 1, 1960	<input checked="" type="checkbox"/> ORIGINAL	AMENDMENT NO.	SECURITY CLASSIFICATION UNCLASSIFIED	ICA/W APPROVAL NO.	COUNTRY OR OFFICE X	0-1
		Requested by <input type="checkbox"/> USOM <input checked="" type="checkbox"/> Regional Director, ICA/W		OPERATIONAL PROGRAM APPROVAL REQUEST			SUMMARY OF DOLLAR PROGRAM	

1	FUNCTION <small>(All figures in dollars)</small>		Congressional Presentation	Proposed Planning Level	Implementation Level		
			(A)	(B)	(C)	(D)	(E)
A.	TECHNICAL COOPERATION		5,900,000	5,800,000	5,800,000		
B.	1. Project		3,500,000	3,200,000	3,150,000		
	2. Non- Project	a. General	45,000,000	42,000,000	40,500,000		
		b. Section 402	Direct				
			Triangular				
		c. Cash Transaction					
TOTAL		45,000,000	42,000,000	40,500,000			
C.	OTHER (specify)						
D.	GRAND TOTAL		54,400,000	54,000,000	50,550,000		

<p>2 <i>Remarks:</i> USOM has requested a Planning Level of \$5.8 million for TC and \$48.5 million for DS. Because of doubt as to total availability for DS purposes in this region ICA/W approval of a Planning Level of \$1,550,000 less than the USOM request is recommended.</p> <p>The Defense Support Non-Project Planning Level request has been reduced by approximately \$3.0 million to \$42. million, mainly in the commodities (Mach. & Equip. (\$1.5 million), Chemicals and Drugs (\$1.0 million), and Fertilizer (\$.5 million)) for which the country program</p>	<p>3</p> <table style="width:100%; border:none;"> <tr> <td style="width:50%; text-align:center;">Concurrence:</td> <td style="width:50%; text-align:center;">Date</td> </tr> <tr> <td style="border-top: 1px solid black; text-align:center;">Controller, ICA</td> <td style="border-top: 1px solid black;"></td> </tr> <tr> <td style="border-top: 1px solid black; text-align:center;">W/MS, State</td> <td style="border-top: 1px solid black;"></td> </tr> <tr> <td style="border-top: 1px solid black;"></td> <td style="border-top: 1px solid black;"></td> </tr> </table> <table style="width:100%; border:none;"> <tr> <td style="width:50%; text-align:center;">Approval:</td> <td style="width:50%; text-align:center;">Date</td> </tr> <tr> <td style="border-top: 1px solid black; text-align:center;">Deputy Director for Operations, ICA</td> <td style="border-top: 1px solid black;"></td> </tr> <tr> <td style="border-top: 1px solid black; text-align:center;">Director, ICA</td> <td style="border-top: 1px solid black;"></td> </tr> </table>	Concurrence:	Date	Controller, ICA		W/MS, State				Approval:	Date	Deputy Director for Operations, ICA		Director, ICA	
Concurrence:	Date														
Controller, ICA															
W/MS, State															
Approval:	Date														
Deputy Director for Operations, ICA															
Director, ICA															

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0-2 FORM ICA 10-131 (6-59)	DATE PREPARED July 1, 1960	<input checked="" type="checkbox"/> ORIGINAL	AMENDMENT NO.	SECURITY CLASSIFICATION UNCLASSIFIED	ICA/W APPROVAL NO.	COUNTRY OR OFFICE X	0-2
Requested by <input type="checkbox"/> USOM		<input checked="" type="checkbox"/> Regional Director, ICA/W		OPERATIONAL PROGRAM APPROVAL REQUEST		PROJECT LISTING BY FUNCTION AND ACTIVITY	
(A) Project Number	(B) Project Title	(C) Congressional Presentation	(D) Proposed New Obligational Authority	(E) Status of Approval			
<u>TECHNICAL COOPERATION</u>							
<u>Agriculture, Forestry and Fisheries -</u>							
<u>Total</u> 1,300 1,300							
XXX-19-900	Agricultural Coop. Service	400	400	Reflects revised USOM submission.			
XXX-19-906	Agricultural General Support	85	85				
XXX-19-907	Farm Machinery	50	60	Reflects revised USOM submission.			
XXX-19-916	Livestock Improvement	95	85				
XXX-19-918	Agr. Educa., Research & Exten.	555	555	ICA/W has received revised estimate. Portion of project will be covered by world-wide water supply program. Approved as new project.			
XXX-19-925	Crop. Prod., Processing & Market.	115	115				
<u>Industry & Mining - Total</u> 500 450							
XXX-21-900	Water Resources Coop. Service	155	123	ICA/W has received revised estimate. Portion of project will be covered by world-wide water supply program. Approved as new project.			
XXX-25-906	Water Resources Gen. Support	176	126				
XXX-25-916	Community Water Sup. Coop. Serv.		32	Project approved - subject to contract which must receive special ICA/W approval.			
XXX-25-920	Community Water Supply	169	169				
<u>Transportation - Total</u> 800 800							
XXX-39-900	Transpor. Training Coop. Serv.	24	24	Project approved - subject to contract which must receive special ICA/W approval.			
XXX-39-917	National Airlines Training	776	776				
<u>Labor - Total</u> 100 100							
XXX-41-900	Training Project	100	100				
<u>Health and Sanitation - Total</u> 600 600							
XXX-59-900	Public Health Coop. Service	100	100				
XXX-59-904	Public Health General Support	85	85				
XXX-59-906	Nurses Training	55	55				
XXX-59-911	Public Health Advisory Serv.	90	90				
XXX-59-914	Public Health College and Trng. Center	270	270				

BEST AVAILABLE

0-3	FORM ICA 10-132 (7-59)	DATE PREPARED <u>July 1, 1960</u>	<input checked="" type="checkbox"/> ORIGINAL	AMENDMENT NO.	SECURITY CLASSIFICATION <u>UNCLASSIFIED</u>	ICA/W APPROVAL NO.	COUNTRY OR OFFICE <u>X</u>	0-3
	Requested by <input type="checkbox"/> USOM		<input checked="" type="checkbox"/> Regional Director, ICA/W		OPERATIONAL PROGRAM APPROVAL REQUEST		SUMMARY OF LOCAL CURRENCY PROGRAMS	

		OBLIGATIONS OR COMMITMENTS IN OPERATIONAL YEAR	TYPE OF LOCAL CURRENCY (In 1000s of dollar equivalents)						
			(A) PUBLIC LAW 480, TITLE I				(B) MSP Sources		(C) Public Law 480 Title II and Other
			(1) 104(c)	(2) 104(d)	(3) 104(e)	(4) 104(g)	(1) U. S. Owned	(2) Counterpart	
1	MILITARY PURPOSES	A. Projects							
		B. Budget Support							
		C. Military Procurement							
		TOTAL							
2	ECONOMIC PURPOSES	A. Projects							
		1. Food and Agriculture					4,165	24,000	
		2. Industry & Mining						8,000	
		3. Transportation						2,000	
		4. Labor						-	
		5. Health & Sanitation						1,000	
		6. Education						-	
		7. Public Admin.						-	
		Public Safety							
		Public Administration							
		TOTAL							
		B. C.D., S.W., & H.							
		Community Development and Social Welfare							
		Housing						6,000	
		TOTAL							
		9. General and Miscellaneous						1,000	
		TOTAL							
		B. Budget Support					52,500		
		C. Procurement for Third Countries							
		TOTAL							
3		TOTAL ALL PURPOSES OPERATIONAL YEAR (In 1000s of dollar equivalents)					52,500	4,165	42,000
4		TOTAL ALL PURPOSES OPERATIONAL YEAR (In 1000s of local currency units)							
5		OBLIGATIONS/COMMITMENTS CUMULATIVE THROUGH 5/30 OF ACTUAL YEAR (In 1000s Local Currency Units)							
6		CUMULATIVE OBLIGATIONAL COMMITMENT AUTHORITY THROUGH OPERATIONAL YEAR (In 1000s Local Currency Units)							

Remarks:	Approval: _____ Regional Director, ICA	Approval: _____ Deputy Director for Operations, ICA
	Date	Date

0-4	FORM ICA 10-133 (6-59)	DATE PREPARED July 1, 1960	<input checked="" type="checkbox"/> ORIGINAL	AMENDMENT NO.	SECURITY CLASSIFICATION UNCLASSIFIED	ICA/W APPROVAL NO.	COUNTRY OR OFFICE X	0-4
	Requested by <input type="checkbox"/> USOM		<input checked="" type="checkbox"/> Regional Director, ICA/W		OPERATIONAL PROGRAM APPROVAL REQUEST		NARRATIVE EXPLANATION	

has been showing a diminishing requirement but which still represent major components of the non-project program.

Moreover, because of ICA/W's belief that USOM has been overly optimistic as to realistic delivery schedules for machinery and equipment, only \$40.5 million, or \$1,500,000 less than the proposed planning level, is proposed for implementation at this time.

The Planning Level for defense support projects has been reduced \$300,000 from the Congressional Presentation and represents the disapproval of the Industrial District project for this amount. The mission has recently indicated their concurrence with this action since it appears that Country X is not currently prepared to reassign its very limited industrial specialists to this project. \$50 thousand for the Road Improvement project is not approved for implementation at this time due to uncertainty as to the contractual arrangements. Discussions will be continued with the probable contractor. The Mission will be kept informed.

It is recommended that the TC program be reduced by \$100 thousand from the level requested. This reduction reflects adjustments in the Industry and Mining and Education fields. All aspects of the projects had not been approved at the time of the Congressional Presentation. It is recommended that the full planning level be approved for implementation.

Approval of the proposed dollar and local currency program above is recommended.