

**A FIELD GUIDE
TO
PEACE CORPS/A.I.D.
COLLABORATION**

May, 1992

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INTRODUCTION

The past 10 years have seen a notable increase in field cooperation between Peace Corps and the Agency for International Development (A.I.D.).

This cooperation has taken many forms, including: A.I.D. providing funds to communities served by Peace Corps Volunteers; Peace Corps supporting A.I.D. projects; and the joint programming of A.I.D. and Peace Corps resources toward important development sectors.

This increased level of cooperation has been in response to a joint policy that says, briefly stated, *cooperation increases the effectiveness of both A.I.D. and Peace Corps by bringing the benefits of development to the host country population - the ultimate goal of both agencies.*

The foundation of this policy can be found in the following similarities between the two agencies:

- *Both A.I.D. and Peace Corps* are part of the total foreign assistance effort within the same government;
- *Both agencies* are supported entirely with funds provided by the U.S. Congress responding to the basic humanitarian, development and foreign assistance concerns of the American people;
- *Both agencies* are committed to the same broad development goals, including the improvement of basic human needs;
- *Both agencies* have programs in many countries. In some of those countries, such as the South Pacific and certain smaller African states, the bulk of A.I.D. activities are conducted through the efforts of Peace Corps.

A.I.D./Peace Corps collaboration, on an *ad hoc* and unplanned basis, has been occurring since the first days of Peace Corps in 1961. Although much has been achieved through this type of collaboration, *consider how much more could be accomplished when collaboration is carefully planned in an intelligent, coherent fashion.*

In discussing cooperation between Peace Corps and A.I.D. staff, especially in projects overseas, one hears of the limitations and arguments that can ensue, namely "not forcing" the two agencies together. In actuality,

these limitations can be real. For instance, there will be some Peace Corps programs which do not overlap with those of A.I.D. And likewise, much of A.I.D.'s efforts in economic stabilization programs and macro-economic policy dialogue will have little direct relevance to an in-country Peace Corps program. *Nonetheless, the vast majority of Peace Corps Volunteers are now and will continue to be involved with development issues in which A.I.D. is investing considerable resources.*

An understanding of the pressures on both overseas A.I.D. and Peace Corps staff leads one to conclude that the biggest constraint to improved coordination is a bureaucratic one - that which operates in any agency in the U.S. or developing world. Although coordination is one of the many desirable goals that is often endorsed, rarely is time made for its implementation, especially given the immense differences in the planning and programming procedures of each agency.

The purpose of this field guide is to provide practical, specific information about each agency's operational procedures in order to facilitate cooperation between the two. The Guide goes far beyond joint cables to the field and the issuance of guidelines used to promote cooperation used in the past. It clarifies the differences between Peace Corps and A.I.D. procedures to give the staff of both agencies a greater understanding of their counterparts. The Guide also gives an overview of the planning and project design processes of both agencies, with the hope that there will be an expanded number of well-planned and -executed joint projects in the future.

Moreover, the Guide attempts to provide a candid and practical assessment of the more important obstacles involved in cooperation as well as the means by which to overcome them. Finally, it provides concrete examples of programs and funding mechanisms currently in operation, and case studies showcasing both successful and unsuccessful projects.

While the Guide introduces both Peace Corps and A.I.D. staff to the planning processes of the other agency, this is not meant to imply that every case for successful cooperation has to be conceived several years in advance. Actually *ad hoc* cooperation has produced important results between the two agencies over the past 30 years, and its potential and importance should not be minimized. In fact, even *ad hoc* cooperation can be made more feasible and productive *if the field staffs of both Peace Corps and A.I.D. have an improved understanding of one another.*

It is hoped that this guide will become the means by which *the field staff of each agency learns to respect and understand the development accomplishments of their partner agency.* By providing detailed information on planning and programming systems, already existing funding mechanisms for cooperation, and successful and unsuccessful past experiences, the Guide can set the stage *for even more effective joint projects in the years ahead.*

The Guide is the brainchild of the Peace Corps/A.I.D. Coordinating Committee, a technical working group made up of senior staff of both agencies. Because the Committee acknowledges that *the best development initiatives are those which are planned and implemented in the field, the Guide has been developed as a direct response to the needs of the field for more specific information about each agency's operations.*

Furthermore, the Committee understands that the Guide will undergo continuous change and improvement, and therefore, *is especially interested in input from the field staff.* As a result, it has been produced in a loose leaf binder format to allow for continuous updating.

Suggestions and written material for future editions of the Guide should be sent to:

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I. A.I.D./PEACE CORPS WORKING TOGETHER

How do A.I.D. and Peace Corps collaborate in the field?

- Peace Corps Volunteers are directly assigned to A.I.D. projects.
- A.I.D. funds projects which are designed and managed by Peace Corps.
- Projects are implemented by PVOs and NGOs with cooperation from both Peace Corps and A.I.D.
- Host country nationals are trained by Peace Corps and funded by A.I.D.
- A.I.D. and Peace Corps staff collaborate to provide training and technical support to Volunteers and host country nationals.

What are the building blocks to successful collaboration?

- Include Peace Corps staff in project identification for early joint planning.
- Hold joint training activities and team-building exercises.
- Have one person in each agency act as the liaison to the other agency.
- Involve A.I.D. in the Pre-Service Training design process to prepare Volunteers for the project.
- Meet regularly at all staff levels.
- Establish clear roles and responsibilities for all participating agencies.
- Establish a good project monitoring system.

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A. *The History of Collaboration*

Cooperation between Peace Corps and A.I.D. has existed since the beginning of Peace Corps in 1961; however, programs were usually planned and implemented on an *ad hoc* basis, both in Washington and in the field. *A.I.D./Peace Corps cooperation became more carefully planned and managed in 1981 when the Peace Corps Director and A.I.D. Administrator issued joint guidance to their field directors calling for more structured, systematic cooperation.*

"It is our intent to meld our resources together whenever appropriate", the joint communication stated. "Some such efforts have been initiated by our predecessors, and we intend to encourage common programs more strongly".

Then in 1984, a joint A.I.D./Peace Corps Coordinating Committee was established, comprised of 10 senior-level staff members from each agency who met three times a year. *The purpose of this group was to function as a formal institutional mechanism to facilitate and improve interagency cooperation.*

At the Coordinating Committee's request, in 1989 an evaluation of A.I.D./Peace Corps cooperation in Africa was conducted that included an in-depth look at joint programs in Botswana, Burundi, Ghana, Lesotho, Mali and Togo. *This evaluation included extensive recommendations from field staff on ways in which to enhance and improve collaboration between the two agencies.** In 1990, the Coordinating Committee authorized the design of an action plan to implement these recommendations.

This field guide is a result of that action plan, and thus, will address the majority of those recommendations, further identifying the need for greater informational exchange between agency staff in programming, budgeting, evaluation and assessment. *A.I.D./Peace Corps cooperation has become much more than a policy; it is also an operational program in which the two agencies can seek to cooperate at a wider variety of levels.*

A decade after this expanded cooperation began, the combining of

* "An Evaluation of Peace Corps/AID Cooperation in Africa", December, 1989: Management Systems International

resources in cooperative programming has brought forth some exciting results.

Peace Corps and A.I.D. are participating in interagency cooperative programs in more than 60 countries including the former Soviet Republics and eastern European countries.. Furthermore, Peace Corps and A.I.D. now share resources through centralized joint programs in forestry, primary health care and nutrition, AIDs prevention, education, urban development, water & sanitation, child survival, small business development and women in development. *Interagency cooperation has also resulted in the training of thousands of host country nationals (HCNs) who have working relationships as counterparts with Peace Corps Volunteers.*

B. Benefits of Collaboration

The pace of Peace Corps and A.I.D.'s collaborative programming has accelerated during the past decade, developing a high level of momentum with success building on success. Amid this increased collaboration, the two agencies have redefined the purpose of their cooperative programming. As explained in a Joint Peace Corps/A.I.D. Report on Cooperation*,

"Cooperation is a means to increase the effectiveness of both A.I.D. and Peace Corps programs in bringing the benefits of development to people who are the ultimate concern of both agencies".

Both organizations believe that interagency cooperation is a cost-effective means of maximizing their development impact. Furthermore, both sides also have a shared vision of what can be accomplished by working together.

But are they right? If so, what are the benefits? Moreover, what do those who are directly involved and well-informed within either agency think about how effectively the cooperative programming arrangement is

* "Cooperation Between Peace Corps and the Agency for International Development: A Second Report to the Congress", August, 1989: Benchmarks, Inc.

working?

Both Peace Corps and A.I.D. have demonstrated in the past that they can share technical resources effectively. Today in Honduras for example, Peace Corps Volunteers and staff are frequently using the resources of A.I.D. technicians who have extensive knowledge of appropriate technologies. In Costa Rica, on the other hand, A.I.D. relies heavily on Peace Corps Volunteers and staff in developing self-help housing technologies and project designs. And, in the Dominican Republic, A.I.D. is supporting a fisheries project that relies almost exclusively on Peace Corps' expertise.

Similar reports of effective interagency cooperation have been received from African countries as well. In response to a request from headquarters in 1988, the following comments were received from Peace Corps and A.I.D. offices in the Africa Region:

"The close collaboration between Peace Corps and A.I.D. in the Central African Republic has allowed both agencies to identify and implement sound projects with limited resources. Contacts take place at all levels of programming and project execution".

"Over the past five years, Peace Corps and A.I.D./ Lesotho have worked closely in placing and utilizing PCV skills in various projects. Peace Corps continues to meet regularly with A.I.D. and sits on the overall management committee. New initiatives are largely a result of cooperative arrangements between Peace Corps and A.I.D."

"The Peace Corps Country Director in Zaire and the USA.I.D. Director have regular weekly meetings and frequent informal meetings. Each of the APCDs have frequent contacts with their colleagues in A.I.D. and report that the dialogue is open and frank. Both institutions benefit from this regular healthy interchange at both levels".

"In Botswana, we got together once a month", an A.I.D. Program Officer reported. "We found ways to involve 30 to 40 Volunteers in our program. But to do this, we had to get together once a month".

One obvious contribution of Peace Corps is that Volunteers have the cultural sensitivity to know whether A.I.D.-endorsed policy reforms are helping or hurting local people. *PCVs are capable of making A.I.D. demonstration projects more sustainable so there is a greater chance of influencing national policies.*

Furthermore, an important benefit of interagency cooperative programming is *institution-building that results when Peace Corps Volunteers work with host country ministries and private voluntary organizations (PVOs).* Thousands of staff members of local agencies are trained alongside their PCV counterparts, continuing the work after the Volunteers have left.

C. Types of Collaboration

This section describes five cooperative programming approaches which involve different levels of management responsibilities for both agencies. Project ideas may result from formal planning or informal dialogue between Peace Corps APCDs, PCVs and A.I.D. technicians working in the same sector who decide to share resources. *Successful implementation of cooperative projects requires a commitment to frequent, open communication and practical methods to overcome any inherent constraints.*

These approaches have been categorized in five different types of collaborative programming, thus presenting opportunities for Peace Corps and A.I.D. staff to explore. Brief examples of each type of collaboration are listed here; more detailed case studies follow in Section V.

1. PEACE CORPS VOLUNTEERS DIRECTLY ASSIGNED TO A.I.D. PROJECTS

- In Cape Verde, A.I.D. has utilized the skills of five Peace Corps Volunteers. In its 5-year Watershed Development Project, A.I.D. has effected tangible agricultural and environmental improvements which will benefit the inhabitants of Cape Verde's principle watershed areas. The PCVs were used to help transfer skills and knowledge to

watershed areas outside the model area selected for research.

- In Belize, A.I.D. planned a 3-year, \$1.8 million Youth Development project in conjunction with Pride Atlanta. The program was developed to create an awareness of the harmful effects of drugs.

Drug education has been made available to students and community groups, with counseling provided where needed. Although Peace Corps had no initial role in the program's development, A.I.D. has utilized three PCVs.

2. PROJECTS DESIGNED and MANAGED by PEACE CORPS/ FUNDED by A.I.D.

- In an Ecuadorian Rural Youth Development project, Peace Corps trained young rural men and women in agriculture, artisanship and marketing. In an effort to help the Ministry of Agriculture provide viable rural employment opportunities, stemming in part from high rural-to-urban migration, A.I.D. agreed to provide \$1,500 for the installation of a shop to design and produce cloth in El Triunfo, Guayas.

- A Peace Corps Volunteer in Tanzania recognized the need to build a safe playground for 160 preschool children. It was designed to not only provide educational toys and play structures, but train the teachers on how best to organize the children to play constructively while maximizing the use of the playground equipment. The Small Project Assistance (SPA) program financed by A.I.D. allotted more than \$1,600 for the completion of the playground.

3. PROJECTS IMPLEMENTED by PVOs and NGOs with COOPERATION from both PEACE CORPS and A.I.D.

- Africare, a PVO, implemented a Water Resource Management project in Mali to increase the ability of local communities to better access and manage water resources. The project also seeks to upgrade the quality and quantity of potable water, and improve hygiene and sanitation practices. The project involved two PCVs and was supported by \$2,000 of A.I.D. funds, providing co-workers

and project structure, as well as materials and transportation.

4. HOST COUNTRY NATIONALS TRAINED by PEACE CORPS/
FUNDED by A.I.D.

- Through the worldwide Forestry Resources Management PASA, over 2,000 host country counterparts attended training workshops to learn about biodiversity and reforestation techniques.

5. TRAINING and PROGRAMMING ASSISTANCE provided to
VOLUNTEERS, HOST COUNTRY NATIONALS and FIELD STAFF from
A.I.D.-SUPPORTED SECTOR SPECIALISTS

- Through the Micro-Enterprise Development PASA, teams of Peace Corps micro-enterprise sector specialists accompanied by A.I.D. staff, have made field visits to more than six countries worldwide to improve micro-enterprise programming and training. This technical assistance supports skill enhancement for Volunteers, their host country counterparts, Peace Corps and A.I.D. in-country staff, providing more effective assistance to local communities and organizations involved in micro-enterprise development.

D. Overcoming Obstacles to Collaboration

Interagency cooperation between Peace Corps and A.I.D. does not come easily since there are always problems to overcome - the most obvious being two very different federal agencies attempting to work together. *Nonetheless, many successful projects have been, and continue to be, developed.*

1. PHILOSOPHICAL AND PERCEPTUAL OBSTACLES

Today one of A.I.D.'s mandates is to enhance and sustain macro-economic development on a government-to-government policy level. A.I.D.

officials, in particular, see themselves as development professionals, and as professionals, do not always relish the idea of working with Peace Corps Volunteers. Some A.I.D. officials believe that PCVs are merely "experiencing poverty" for their own personal growth, lacking the technical expertise necessary for their projects.

Misgivings about Peace Corps' approach to international development become all too apparent when hearing comments made by A.I.D. Mission Directors and administrative staff. The following statement is an example of this sentiment:

"Peace Corps programming," said one A.I.D. official, "is not critical or analytical enough. Peace Corps institutionalizes an experience. It flies in the face of the fact that experience and knowledge are worth something."

Needless to say, over the years Peace Corps has expressed a few misgivings about A.I.D. as well. For example, some Peace Corps officials believe that *one of the most common obstacles to overcome in interagency cooperation is Peace Corps' micro-level, person-to-person focus versus A.I.D.'s macro-level, government-to-government approach.*

Particularly, there is concern among some at Peace Corps who believe that a closer association with A.I.D. will obscure the difference in organizational mandates and missions.

"It is not just a physical thing, it is also an attitudinal thing", an Associate Peace Corps Director at one post explained. "Some Volunteers feel that A.I.D. does not see the local people and their needs. The two approaches [to development] are totally different."

One Volunteer put it more personally. "It's difficult to communicate with A.I.D. program officers," the PCV explained. "How can A.I.D. program officers find the time for the proper utilization of Peace Corps Volunteers? We're so small."

2. PRACTICAL OBSTACLES

Each agency has a different program development cycle, and because of it, the approach to procedures varies as well - a very real consideration when working together.

"Our programming process complicates things beyond belief," an A.I.D. staff member explained. "We start with one design and end up with something completely different. We go through a filtering process with the (local) government about what is feasible. Peace Corps", the staff person continued, "had to adjust to all this, and they did very well."

However, another A.I.D. staff member in a different Mission explained how faulty communication between Peace Corps and A.I.D. can make adjustments for addressing this problem extremely difficult.

"On one project," the A.I.D. official recalled, "there was chaos. The goals of our A.I.D. projects were never communicated to Peace Corps. Ten Volunteers were two weeks from entering training, and the A.I.D. project still had not moved."

This particular project did not get "off the ground" for nearly three years.

One other complicating factor to consider is when PCVs arrive in a designated country in which they do not necessarily fit the project's job description or their counterpart's skill level and productivity expectations. A case in point is an A.I.D. mission that had completed its negotiations with the local government and an NGO on a collaborative program in which funds had actually been disbursed. Meanwhile, Peace Corps had difficulty recruiting properly qualified PCVs within the agreed timeframe.

This problem can be avoided, however. *When recruiting Volunteers, close cooperation between Peace Corps and A.I.D. programmers can assure that the appropriate information is communicated about prospective Volunteers for collaborative assignments with A.I.D. This in turn tailors Volunteer training to meet the expectations of A.I.D. and other project participants.*

There is a valid concern about the accountability of Volunteers ultimately assigned to a joint project. PCVs working on A.I.D.-funded projects may see themselves as accountable only to Peace Corps for their performance and not to A.I.D. staff members with project oversight responsibilities. On the other hand, too much oversight by A.I.D. staff can run the risk of undermining Peace Corps' accountability hierarchy. *Clear written definitions up front on the roles and responsibilities of each project participant can help avoid these misunderstandings later.*

Personnel constraints also affect both agencies' ability to cooperate with the other. A.I.D. does not always have sufficient staff or operating funds to commit large amounts of time to community level projects in remote areas in need of "disproportionate hand holding". This is further exacerbated by recent trends such as a decrease in A.I.D. staff and budget levels, more emphasis on policy dialogue, and an increase in the use of host country nationals - a type of community service which is a specific mandate of Peace Corps.

Staff rotation and turnover also plague both agencies producing predictably negative results. For example, productive collaborative efforts suffer when key administrative personnel changes, thus losing project continuity. As a result, their replacements may be unwilling and/or unable to continue the collaboration because of a lack of history or vision shared on similar past experiences.

3. STRATEGIES for OVERCOMING OBSTACLES

Despite the operational and philosophical differences between Peace Corps and A.I.D., *both agencies are adjusting and learning a great deal about how to cooperate and getting beyond most obstacles.*

Several useful strategies for overcoming these obstacles have been voiced from the field. They include:

- *Creating joint program reviews at the Country Team level to produce an atmosphere that supports a high level of interagency cooperation;*

- *Identifying specific Peace Corps staff members to participate in A.I.D. project identification* as a useful mechanism to ensure that joint planning occurs early and that follow-up takes place;
- *Frequent planning sessions at which both parties participate* in the development of project goals, objectives and monitoring/evaluation systems. This will ensure that roles and responsibilities are clearly understood from the beginning, and in turn, helps projects stay on track;
- *Participating in joint training sessions or team building exercises at the country level* that deal frankly with the difficulties of collaboration to overcome differing perceptions. In doing so, staff and Volunteers will become aware of the reciprocal benefits of working together so that both agencies "buy into" a collaboration early on;
- *Assigning responsibility for an interagency liaison to specific staff members* at each post to facilitate communication and problem-solving;
- *Sharing information about Peace Corps training with A.I.D.* and involving A.I.D. staff in specific volunteer training. This will help to adequately prepare PCVs for their assignments and encourage both agencies to make a conscious decision to allot the necessary time for this in their day-to-day operations;
- *Sharing information with A.I.D. project participants* regarding PCVs' previous education and work experience (via pre-training questionnaires and cables to the field) to ensure that appropriately skilled Volunteers are assigned to A.I.D. projects.

II. WHAT A.I.D. STAFF NEED TO KNOW ABOUT PEACE CORPS

A. The Benefits to A.I.D. When Working with Peace Corps

- Vital grassroots workers who can help make A.I.D.-supported programs sustainable at the community level.
- On-the-scene observers of A.I.D.-funded programs.
- Personnel to help plan and carry-out important pilot projects which can lead to larger programs.
- Assistance in identifying and evaluating ongoing projects and accounting for funds spent at the community level.

B. History of Peace Corps as a Development Agency

"I taught villagers how to raise fish so they could eat fish forever on their own."

Mike Tidwell, RPCV Zaire
"The Ponds of Kalambayi"
1991

Since 1961, the Peace Corps has sent over 130,000 Volunteers to more than 100 countries to help people "fish forever on their own". From Afghanistan to Zimbabwe, Volunteers have shown farmers how to improve their agricultural techniques and productivity; worked with the poor to build low-cost housing; helped make primary health care systems more effective; and provided both children and adults with the skills they needed to confront the development challenges facing their nations.

The experience has earned Peace Corps an international reputation as one of the most effective grassroots development organizations in the world.

Unlike larger institutions - such as the World Bank, the Inter-American Development Bank or A.I.D. - Peace Corps does not transfer massive economic resources to other countries. Instead, *it concentrates on increasing productivity and encouraging self-reliance in towns and villages that would otherwise be bypassed by other development agencies.*

"In the face of the staggering problems confronting the people of the development world," a former Peace Corps Director once said, "the economists ask us, 'Does it really make a difference what a handful of Peace Corps Volunteers accomplished in a small, forgotten village in the Andes?'"

The reply is, *"Yes, it makes a difference. To that village."*

But over the past 30 years, Peace Corps has made an even bigger difference.

"One of the most significant contributions of Peace Corps development," said a former A.I.D. administrator, "has been its impact - both through its institutional experience and its cadre of former Volunteers - on the way in which the United States perceives and practices

development in the Third World. Peace Corps' basic approach has remained consistent for 25 years providing local, low-cost solutions to local problems, direct assistance to the neediest, and direct service in the field. That methodology through example, has . . . come to be recognized as having elements of success lacking in earlier development philosophies."

As Peace Corps approaches the 21st Century, *it is tackling development issues on the grassroots level not imagined by PCVs and staff of earlier decades.* Today's Volunteers not only have to face such age-old problems as hunger, poverty, illiteracy and disease, but now they must also confront tropical deforestation, air and water pollution, the transition from socialism to a free market in Eastern Europe, and the urgent need to create jobs in growing free-market economies.

Peace Corps continues to respond to the challenges of a more complex, inter-dependent world by initiating reforms in its administration, programming and training; expanding the traditional program areas of agriculture, health and education to include job creation programs, natural resources management and urban development; and *exploring new and creative ways in which to cooperate with A.I.D.*

C. How Peace Corps Functions Overseas

Today, Volunteers are serving in more countries than ever before, as the 1990s have seen a greater number of countries requesting Volunteers than at any other time in Peace Corps' history.

The work of Peace Corps abroad has become firmly anchored in the partnerships it has with host country governments by setting up operations only by formal invitation from the host country leaders. By the same token, individual Peace Corps projects at the local level are arranged at the invitation of the government Ministries or NGOs with which PCVs will be working.

Once Peace Corps has been invited to a country, a formal agreement to define the relationship is drawn up and negotiated by the Department of State. The provisions of the country agreement range from general to very specific,

covering issues such as Volunteer visa requirements, duty-free entry of supplies, procedures for arbitration of disputes, and in some cases, the maximum number of Volunteers allowed in-country. *Peace Corps currently has agreements with more than 80 countries.* (A list of those countries in which Peace Corps has Volunteers can be found in Appendix A.)

For the past 30 years, this type of partnership has worked well in virtually all of the countries in which Peace Corps has been active because it is based on a philosophy of mutual exchange and reflected in the way in which PCVs work side-by-side with host country counterparts. One of Ghana's revered elder statesmen once observed that Peace Corps generates self-confidence and pride in the local people it serves.

"We are not part of any new colonialism, imperialism or attempt at Americanization," Sargent Shriver had told President Sekou Toure of Guinea in 1961. "We do not want to send people abroad who think they are carrying the 'White Man's Burden' to the rest of the world in their image."

According to one former Peace Corps Director, "We don't tell a country what kinds of programs we'll provide them. We find out what *they want and try to meet their needs.*"

Because Peace Corps overseas staff are responsible for developing and implementing Volunteer programs, they work closely with host country officials to meet those needs. Moreover, *the vast majority of Peace Corps' country staffers tend to be host country nationals.*

At each Peace Corps post, the Country Director - or in some cases, the Peace Corps Representative - is responsible for all liaison with host country officials on behalf of Peace Corps. *The Country Director or Representative is always a member of the Ambassador's Country Team.*

The Associate Peace Corps Directors (APCDs) or Program Managers are responsible for Volunteers in each sectoral area, including: health, agriculture, environment, small business development, and so on. (In some countries, this responsibility is divided geographically). *The APCDs establish and maintain close working relationships with their counterparts at host country Ministries or Departments.*

Contacts between APCDs and host country personnel take place at both the national level and the regional or local level, depending upon the problems to be addressed and where the PCVs are eventually placed. In most cases, requests for Volunteers can be generated from any level, but in some countries, all requests must pass through a central Ministry or office at the national level - i.e., the Ministry of Planning or the Office of the Presidency. *Coordination between A.I.D., NGOs and other donor agencies is then woven into the backdrop of the APCDs' relationships with host country agencies.*

The partnership between Peace Corps and the host country is reflected in the Volunteers, most of whom work directly with host country counterparts and routinely report a high level of support from their hosts. In the field, PCVs report directly to local supervisors as well as their Peace Corps program managers.

Host countries are asked to provide financial and/or in-kind support for local Peace Corps projects. And in most cases, they do. These contributions can range from direct financial assistance to in-kind support such as the use of vehicles, fuel and housing.

D. How Peace Corps Plans

Peace Corps has a 3-year planning system that includes both programming and budgeting called the Integrated Planning and Budget System (IPBS). Closely linked to the Peace Corps Programming and Training System (PATS) described in the upcoming section, the IPBS allows for adjustment because of its 3-year cycle. It also establishes a firm basis for the agency's outyear submissions to the Office of Management and Budget (OMB). Underlying the IPBS are five basic principles. They are:

1. strategic planning
2. a plan-driven budget
3. effective vertical and horizontal communication
4. current operations budgeting
5. an appropriate level of detail

The IPBS process begins in mid-December with the guidance from the Agency Director. From there it spreads throughout Peace Corps, developing as a comprehensive program plan for each of the subsequent years. Projections are then made for Volunteer assignments as part of the planning process, with recruitment for trainees beginning 9-15 months in advance of their expected arrival in-country. Meanwhile, plans from the field are due in Peace Corps/Washington by mid-March. Budgets are authorized based on the short term and long term goals, and programming priorities.

Although the entire program is reviewed in steps, the Director's office has the final decision. The review process generally takes about two months with decisions made by the second week of May. (Calendars depicting the Peace Corps' planning and budget cycle, plus the timetable for the FY92 IPBS process, are found in Appendix B).

Of particular interest to persons involved in Peace Corps/A.I.D. cooperative efforts are three written forms that are part of the IPBS process. They are:

- *The Project Status Report* made up of 14 parts, one of which solicits information on cooperative efforts with other organizations, including A.I.D.;
- *The Small Project Assistance (SPA) Worksheet-IPBS* used to establish the budgetary needs for small self-help activities at the community level with a minimal amount of red tape. Budget submissions to A.I.D./Washington are based on field estimates for SPA program needs;
- *The Peace Corps/AID Collaboration Statement* that requests the following:
 1. The number of PCVs assigned to A.I.D. projects in each sector;
 2. The total dollar amount of A.I.D. funding for a project that includes, if possible, the specific amount of funding that is used to support PCV activities;
 3. The number of PCVs in each sector that are assigned to PVO projects that receive A.I.D. funds;
 4. The type of A.I.D. support for Peace Corps projects;

5. A description of the mechanism - either formal or informal - used in-country to achieve communication with A.I.D.;

6. Any plans for further collaboration on projects not yet implemented;

7. Any special in-country variables that may influence A.I.D./Peace Corps communication and cooperation, either positively or negatively.

(The information reported on this statement is particularly useful in planning cooperative programs in support of field operations.)

E. How Peace Corps Designs a Project

As world events dramatically change at a dizzying pace - when even the smallest village in the most remote corner of the globe suddenly finds itself connected to an interdependent global economy - *the role of a Peace Corps Volunteer has assumed a new, complex, and therefore, more challenging dimension.* The image of the Volunteer living in an isolated village, cut-off from the rest of the world and working on a project that is only of concern to the villagers, is no longer completely accurate.

Today, the work of the Volunteer has become an integral part of a development support system with components that include: project development, monitoring and evaluation, and training. (A diagram of Peace Corps' Project Planning and Managing Process is contained in Appendix C.)

This system for evaluation, called the Programming and Training System (PATS), is primarily meant *to provide support for Volunteers in the field by outlining their roles and creating guidelines and monitoring systems for their activities.* The primary users of PATS are the Country Directors and APCDs in the field - those people responsible for developing and monitoring PCV projects.

For the first time, all country programs are now defined in terms that can be measured over time for better evaluation and measurement of projects. Furthermore, it forms the basis for information for the IPBS (described in the previous section) which provides Peace Corps with a comprehensive 3-year planning system for both programming and budgeting.

THE ROLE of the OFFICE of TRAINING and PROGRAM SUPPORT

The Peace Corps system of programming and training in the field is supported by the Office of Training and Program Support (OTAPS) in Washington. This office - in conjunction with the three regions: Africa, InterAmerica and PACEM (comprised of the Pacific Islands, Asia, Central and Eastern Europe, and the Mediterranean) - constitutes the international operations of Peace Corps. OTAPS is a staff service entity responsible for providing technical and material resources; and programming and training assistance to volunteers, including a wide range of activities from the development of programming and training materials to direct field consultations in all phases of program development in each sector.

OTAPS develops policy guidelines and strategies, and assists in the establishment of agency programs and training priorities, establishing agency-wide standards and procedures for program and training activities. It also develops program models in sector areas such as agriculture, health, forestry, fisheries, water & sanitation, energy, education, and small business development.

OTAPS manages joint program development and support activities by initiating and managing Participating Agency Service Agreements (PASAs) with A.I.D. and other U.S. government agencies. OTAPS also develops and coordinates Peace Corps' *collaborative efforts with these agencies and other PVOs.* Furthermore, this office supports field programming efforts to identify projects by providing guidelines and technical assistance by way of consultants and written materials.

The entire planning process for project development, training, monitoring and evaluation is spelled out in a comprehensive PATS manual. *The four key sections in the manual are: Country Assessment, Planning and Managing a Project, Training , and Monitoring/Evaluation.*

Given the central role that PATS plays in Peace Corps' planning and operations, it is important for anyone cooperating with Peace Corps to become familiar with it. The following is a brief outline of the PATS system:

1. COUNTRY ASSESSMENT

A precursor to the planning of a Peace Corps project is a country evaluation that contains several "categories of information" which allow the agency to determine the host country's priorities and needs. These categories include host country development initiatives, a historical overview of the host country, its physical description, and the status of its economy, social structure, political system, culture and population trends.

After organizing these categories of information, indicators of the host country's development status must then be analyzed. The types of indicators that are considered include:

- *The public/private power structure* which may include the organization of government agencies, the political system, influential private organizations and individuals, and the involvement of each in development;
- *The economic structure* including the country's GNP, average annual income, number of the poor majority, major products, its natural resources, job structure, demographics, as well as information about foreign debt and assistance;
- *The socio-cultural norms* which touch on traditional gender roles, the values/belief system, religious affiliations, class structures, and literacy rates;
- *The national development priorities* taken from published lists of priorities, lists prepared by other government agencies including the UN, A.I.D., and U.S. embassies, needs identified by key individuals, and public health statistics;
- *Any development projects already underway* either by the host country government or any other development agency.

Information collection is essential to the success of an accurate country assessment and can be gathered from a variety of sources, including the previous Peace Corps analysis, host country government documents, other development agencies, through observation, the media, and by interview.

To ensure that the information collected from key indicators is accurate and consistent, *cooperation between A.I.D. and Peace Corps is essential*. Such sharing of information will further focus both agencies to the more pressing needs of the host country.

2. PROJECT PLANNING

Peace Corps does not address a problem until its causes, scope and consequences have first been analyzed. A determination is then made as to whether the problem can be addressed within the parameters of Peace Corps' goals, criteria and capabilities. Once this step has been taken, either a new project concept is developed or an existing one is reaffirmed. In either case, the decision is based on research into the feasibility of the project, its potential for collaborative effort, and any alternative approaches.

After soliciting the views of all project stakeholders, Peace Corps develops well-defined and focused project goals, objectives, milestones and tasks that reflect a distinct, progressive relationship. *It is in this early stage that serious planning with A.I.D. and other participants should begin.*

Another important part of Peace Corps' project planning process is defining a thorough and accurate volunteer task analysis or job description which has serious implications for recruitment, placement, training and the overall success of the Volunteers assigned to the project. This part of the process is carried out with the project's key participants.

As a result, a Volunteer Assignment Description (VAD) is filled out which becomes the documentation that represents the host country request for a Peace Corps Volunteer. The VAD is used to communicate to Peace Corps/Washington - specifically the Office of Placement - the primary requirements and/or qualifications necessary for a specific assignment. This helps the Placement Officers match qualified applicants to a particular country assignment, and more importantly, informs applicants about the assignment for which they are being invited so that they can decide realistically whether or not to accept the invitation. Since the VAD is the primary link in recruiting a qualified volunteer for an assignment, *it is important that all cooperating*

partners in a project are familiar with the VAD and have reviewed its contents. (A sample VAD can be found in Appendix D).

Meanwhile, all the resources needed for the project are identified and commitments are obtained from various sources to meet the needs. In addition, a schedule is worked out to show when the resources - such as human, financial, material and service - should be in place for the project. Timely projections and requests for Volunteers - which are considered to be both realistic and suited for the project - play an important part in the planning process.

All potential sites for new Volunteers are then visited and surveyed as a part of the project planning process. *Peace Corps considers this a critical part of project planning because the detailed survey examines community conditions, project-related conditions, and the working and living conditions of the Volunteer.*

A Project Agreement is finalized with the host country to ensure that both Peace Corps and the host country understand their respective roles, responsibilities and commitments. Finally, a Volunteer Work Plan is developed to guide the Volunteer on the project tasks and provide a monitoring tool.

All of these key elements are recorded in the Project Plan which not only details the project planning history, but also becomes a living document that is expected to be updated throughout the course of the project. As a guide used throughout the life of the project, it can serve as a sample for the development of other projects. (A Peace Corps Project Plan can be found in Appendix E).

3. TRAINING

Peace Corps considers "linkage" to be the key to the agency's training process, and therefore, *is committed to an integrated process or common thread throughout the project planning and training process.* Its established standards are the basis for updating training during the project planning phase.

Once the agency selects the appropriate approach for training - either in-house or by contractor - a needs assessment is conducted to identify the training needs of the trainee/Volunteer group. Written goals and behavioral objectives for each training event are then developed, as well as a written training design for each budgeted event. *On collaborative projects, it is important for A.I.D.*

staff to be involved at this point so that the training design will reflect accurately the goals and objectives the Volunteers are expected to accomplish.

In-house training programs are planned and implemented by developing well-documented, integrated training materials; selecting and training staff and trainers in their roles and responsibilities; and effectively implementing administrative and logistical tasks.

If the training approach involves hiring a contractor, then the contracting process is coordinated, maintaining communication links at all points in the training process.

All phases of both in-house and contractor training are monitored and evaluated based on training integration, logistics and administration, trainee performance, and staff/trainer performance. The information is then used to improve future training efforts.

The Pre-Service Training (PST) is based on the task analysis from the Project Plan. A PST takes place either stateside and/or in the assigned country before trainees are sworn-in to prepare them for the first 3-6 months of service as Volunteers with job specific technical skills, language and cross-cultural implications. Final PST reports are then completed showing an evaluation of the training event, the trainers and the trainees.

Depending on the PST activities and any follow-up recommendations from the Volunteers, an In-Service Training (IST) is designed. An IST takes place in the assigned country during a Volunteer's service to address any on-going project needs. IST reports are completed to evaluate not only the training event, but the trainers and the Volunteers involvement as well. Peace Corps training is guided by the organization's established philosophy and goals of training. Some of those key goals are:

- training efforts including host country counterparts when possible;
- training activities integrating with each other and with project planning efforts;
- training efforts based on goals that apply to each training program and event.

Another important step is to design a workshop for training the trainers. This helps to focus on helping diverse groups of individuals become an effective team that have common goals and methodology.

4. MONITORING/EVALUATION

Peace Corps believes that a monitoring and evaluation system should be built into the design of all projects in order to provide feedback to the people who are affected by the outcome of a project. Monitoring assures that problems are first identified and then, addressed in a timely manner. Evaluating that feedback helps to document activities for future use by Volunteers, staff, host country organizations, the U.S. Congress, and even the American public.

Ultimately, this process improves the overall effectiveness of Peace Corps by giving staff the information needed to make decisions about which programs or projects to expand and how to improve future training. Another consideration is how best to use human and financial resources in doing so.

Four types of activities are evaluated by Peace Corps. They are organizational development, Volunteer performance and satisfaction, projects and country programs, and training itself. Each type of activity may be used to view the entire country program either by sector or by specific project.

In this process, Peace Corps tries to determine if the Volunteers are performing the tasks that were assigned, whether or not the training was appropriate, and if staff skills were appropriate to the situation. Other questions asked may include: Are the projects managed efficiently? Are the resources available to maintain progress? Are the overall strategies of the country program realistic? Are the projects on schedule? Was the PST or IST effective? The six steps which are involved in this evaluation:

1. planning a monitoring system
2. designing a monitoring system
3. collecting information
4. analyzing the information
5. presenting the results
6. following-up the results for action

(A more detailed description of Peace Corps' monitoring and evaluation system can be found in Appendix F).

In closing, it is essential for Peace Corps and A.I.D. to agree upon a monitoring and evaluation strategy for cooperative projects during the planning stages.

F. How Peace Corps Recruits and Places Volunteers

Peace Corps' recruitment process is substantially different today than it used to be when, on September, 12, 1961, Tom Livingston of Woodale, Illinois, became the first Peace Corps Volunteer assigned overseas. Before that year was over, an additional 750 Americans were either at their assignments in nine other countries, or in training.

Throughout the 1960s, voluntarism expanded tremendously, and concurrently, Peace Corps reached 15,000 Volunteers by 1966. But then in the 1970's, Peace Corps saw the number of Volunteers plummet to below 6,000 as voluntarism became less popular.

Although the agency lost some of its independence during this time (it was brought in under the auspice of ACTION), in 1982 President Reagan re-established Peace Corps as an independent agency under a new directive. The first programs during the beginning years of Peace Corps were often dominated by liberal arts majors in their early 20s. Consequently, these early Volunteers were assigned to community development-type programs. Although rural development is still an important activity, the focus of Peace Corps now also includes urban and environmental programs, plus small business ventures.

Today, about 60 percent of those accepted for service are trained in specific skills or professions such as engineering, veterinary medicine, health and nutrition, computer sciences, forestry, special education, industrial arts and vocational training. As the host countries themselves become more developed with larger pools of trained citizens on which they can rely, the skills expected of PCVs must now address increasingly more complex problems. Thus efforts are being made to attract individuals with the necessary skills from professional and trade associations, colleges and universities.

Any healthy adult who is a U.S. citizen is eligible to become a Peace Corps Volunteer. Married couples are welcome as long as both partners are

qualified and can work. Couples with dependents, however, are rarely accepted.

Currently, just under 10 percent of PCVs are 50-years-old or older. To further tap into this wealth of experience and work-related skill, new efforts are underway to increase the number of senior citizens by addressing their special needs.

Moreover, Peace Corps is especially committed to increasing the percentage of minority Volunteers as well. As it stands, about seven percent of all Volunteers are minorities.

Although, in general, the host country sets the qualifications for Volunteers, much negotiation takes place concerning the levels of education and practical experience that is a requirement for each project. In many cases, even though a Master's degree in a particular area may be seen as a requirement by host country officials, often practical experience can be substituted for the degree. In some countries, prior fluency in the language might be an absolute requirement, while in others, Volunteers can function reasonably well upon completion of the in-country language training - a part of every Volunteer's Pre-Service Training.

Some of the most successful projects rely on a combination of highly-skilled and generalist Volunteers working on different aspects in the intervention. This sort of creativity in planning helps to ensure that a project receives the most qualified candidates from the applicant pool.

In order to standardize the Volunteer assignments and qualifications necessary, Peace Corps has developed more than 50 assignment areas (AA). (A complete list of assignments can be found in Appendix G). These assignment areas describe the minimum levels of education and experience required for an assignment in each skill area. All persons invited for an assignment will, at a minimum, meet the qualifications or "skill clusters" which represent the range of acceptable backgrounds Peace Corps is in search of. For example, within AA 101: Freshwater Fisheries, there are two skill clusters - a Bachelor of Science (BS) in either Fisheries or any other Biological Science, or a BS/Bachelor of Arts (BA) in any degree as long as the candidate has 8-10 semester hours or 9-15 quarter hours of biology and/or chemistry.

Subsequently, the selection of a Peace Corps assignment involves completing an application form and then being invited to enter a training program for a specific assignment. Upon being accepted for an assignment, the

prospective Volunteer then fills out a pre-training questionnaire that will be sent to the host country to be used in tailoring the upcoming training.

Peace Corps training sessions can be between 8-14 weeks in length, depending on the host country's national language and the level of technical skill needed for the program. Although training is usually held in the host country, supplementary training in more technical skill areas, such as fisheries and forestry, may be conducted either in the U.S. or in a third country before leaving for overseas training.

Most assignments last for two years after successfully completing the Pre-Service Training. In certain scarce-skill areas, shorter lengths of service are planned. They can last from 3-15 months. Typically, these opportunities are for individuals associated with companies and institutions who can only provide limited leaves-of-absence.

In order to complete a particular project or activity, Volunteers may request an extension of service for approval by the Country Director. Third year PCVs who have already completed their primary assignments *often make excellent candidates for assignments on collaborative projects which may require greater language proficiency and an in-depth familiarity with the host country that would not necessarily be possible with a newer Volunteer.*

III. WHAT PEACE CORPS STAFF NEED TO KNOW ABOUT A.I.D.

A. The Benefits to Peace Corps When Working with A.I.D.

- A.I.D. resources can support community projects sponsored by Peace Corps Volunteers.
- A.I.D. funds can support technical improvements in Peace Corps programming and training of Volunteers and their host country counterparts.
- A.I.D. analysis can benefit the host country's problems and development needs.
- A.I.D./PVO/Peace Corps collaboration maximizes the impact of the individual Volunteer's and PVO's program.

B. A.I.D. as a Development Agency

The Agency for International Development (A.I.D.) has been providing economic assistance "to help developing countries achieve sustainable economic growth and human progress" since 1961. Its major objective up until 1973 was addressing most of the major socio-economic problems faced in the Third World. Most of those development projects during that time were capital intensive and infrastructure-related.

As a result of the "New Directions" legislation passed by Congress in 1973 and amended in 1975 and 1977, A.I.D. has focused its funding on programs directed toward fulfilling the "basic needs" of the poor. But in the early 1980s, the focus of development assistance shifted again and the achievement of sustained economic growth through economic policy adjustment, the development of private sector initiatives, investment and trade became the major objectives.

As a result, *today A.I.D. funds support over 1,500 development assistance programs in 88 countries*, contributing a wide range of improvements, both in standard of living and quality of life. A.I.D.'s decisions about where to send funding is made in the context of the following three organizational priorities:

1. Where is U.S. development assistance needed most?
2. Is there a clear commitment to broadbased growth?
3. Does the U.S. have a strong long term development interest?

(A listing of the countries that received A.I.D. Development Assistance or Economic Support Funds in FY 1991 or 1992 can be found in Appendix H).

In its current Mission Statement (see Appendix H), A.I.D. describes how it administers economic assistance to Third World countries to help them realize their potential by developing free markets and open democratic societies. The Mission Statement further explains that A.I.D. "improves the quality of human life and expands the range of individual opportunities by reducing poverty, ignorance and malnutrition."

A.I.D. fulfills these organizational objectives by designing a range of development programs now being implemented by a worldwide network of country missions. It is guided by the following six principles:

1. Supporting free markets and broadbased economic growth;
2. Concerning itself with developing economic and social well-being;

3. Supporting democracy;
4. Supporting responsible environmental policies and prudent management of natural resources;
5. Supporting lasting solutions to trans-national problems;
6. Providing humanitarian assistance for victims of natural or man-made disasters.

A.I.D.'s development programming in the 1990s, within the context of the current foreign assistance legislation, is shaped by its new organizational mandate which includes a redefining of its strategic initiatives focusing on the environment, the family, democratic institutions and the private sector.

Implementation of these initiatives does not mean, however, that A.I.D. will abandon or diminish its integrated, multi-sectoral approach to program implementation. The agency's broad guiding principles have been further defined into three fundamental objectives that include many of A.I.D.'s traditional program elements and a framework for all of its work:

1. *Economic growth that is broadbased and sustainable in both economic and environmental terms* supports policies conducive to: economic growth, the private sector, agriculture, and the environment.
2. *Human capacity development with a particular emphasis on health and education that enables all citizens to contribute to and benefit from economic policies.* This includes programs in basic education, training, women in development, health and child survival, nutrition, AIDs control and prevention, population control and narcotics rehabilitation.
3. *Pluralism, including the promotion of democracy, freedom and competition in politics, and economic and social institutions of a nation*, provides assistance to new democracies in for example, Central and Eastern Europe, the former Soviet Union, the Phillipines and Nicaragua to support the building and strengthening of democratic, participatory institutions.

C. How A.I.D. Functions Overseas

Each A.I.D. Mission is headed by a Mission Director - or an A.I.D. Representative, in the case of new country programs or smaller posts - who reports to the U.S. Ambassador, who in turn, reports to the Secretary of State. The Mission Director also reports to an Assistant Administrator of the appropriate Regional Bureau in A.I.D./Washington which provides program policy direction and operational support.

The Mission Director takes part in the Ambassador's Country Team meetings and other policy discussions. Day-to-day operations of the mission are usually handled by the Deputy Mission Director. Other staff includes: a comptroller and executive officer; program, project and technical officers and advisors in such areas as health, engineering and agriculture; Food for Peace Officers; and other staff members responsible for particular sectors depending upon the size of the country and the nature of its development needs. *These officers frequently work with Associate Peace Corps Directors or Program Managers who are their primary contacts in the field.*

A.I.D. programming is, for the most part, decentralized in that each field mission is responsible for conducting its own programs. Within the context of Congressional mandates and guidance from A.I.D./Washington, the mission staffs work with host country counterparts to identify and design appropriate programs using local resources and external assistance from the U.S. and other foreign donors.

Each A.I.D. mission has a 5-year planning and programming strategy that directly corresponds to the problems and priorities expressed in the host country's national development plan. This is presently called the Country Development Strategy Statement (CDSS). *

In its search for long-range solutions to development problems, A.I.D. focuses on policy dialogue initiatives designed to influence host countries to make reforms which can remove constraints and obstacles that normally prohibit development.

Currently, A.I.D. defines its mission in terms of the following five

*As part of the ongoing process of reorganizing A.I.D., some of these terms will be revised accordingly. The field guide will be updated as required.

priority programming initiatives:

1. *The Environmental Initiative* which has three areas of intervention. First of all, staff and available resources are devoted to improving the design and implementation of economic and environmental policies. Secondly, A.I.D. is helping "to build an indigenous public and private sector capacity to promote" these policies. And lastly, A.I.D. continues to fund specific development programs which address priority problem areas such as management of tropical forests and rangelands in Africa, coastal zone management in InterAmerica, or urban and industrial pollution in Easter Europe.

2. *The Democratic Initiative* which has the purpose "to promote and consolidate democracy as the legitimate organizing principle for political systems throughout the world." A.I.D. stresses that this initiative respects national sovereignty and self-determination and realizes it would be "unacceptable and ultimately self-defeating" to export U.S. models or interfere in local political processes.

Because democracy is seen as complementary and supportive of the transition to market-oriented economies promoting economic development, A.I.D. programs facilitate this transition by strengthening local institutions and initiatives which, in turn, help to develop democratic systems.

A.I.D. is focusing on enhancing the effectiveness of electoral bodies, legislatures, independent judiciaries and civic associations by promoting democracy. Since success ultimately depends on whether developing countries are willing and able to "guarantee honesty . . . promote competition and ensure civilian control of the military", the presence or absence of progress is a factor in allocating funds.

3. *The Business and Development Initiative* which is an outgrowth of two corollary ideas:

- The growing realization that the U.S. private sector faces unprecedented challenges and must learn to compete within an increasingly integrated and interdependent world economy;

- The belief that "the profit-driven American private sector" is an "unequaled engine for human progress" that can help developing countries attain their full economic potential.

4. *The Family and Development Initiative* which uses the family as a critical unit of analysis to understand the needs and resource-use patterns of people in developing nations. This type of analysis is based on the assumption that although familial poverty perpetuates itself in successive generations, this cycle can be broken by improving the family's health, education and income level.

The objectives of this initiative are:

- to strengthen and increase the participation of families in the development process;
- to identify innovative ways to increase the mobilization of family resources to stimulate growth and social development;
- to use the family concept and analytical framework to improve and enrich the results of monitoring, researching and evaluating developmental impacts.

This initiative draws upon activities in all areas of A.I.D.'s portfolio, including education, health, economic productivity, environment and sustainable resource management, separated families, the status of women, social and political participation in community affairs, and finally, researching and evaluating projects of A.I.D.

5. The goal of *the Strategic Management Initiative* is to "do fewer things and do them well", by linking all of the other initiatives together. The short term objectives related to this initiative are to undertake major evaluations of current programs, tighten financial controls and accounting systems, develop A.I.D.'s resources and improve incentives for excellent performances, and to streamline administrative procedures and upgrade informational technologies.

D. How A.I.D. Plans

A.I.D missions have a 5-year planning cycle, showing an annual budget and project review process. The cycle provides the basis for project planning which will be covered in the following chapter. Because a Peace Corps staff member may ask whether or not it is necessary to understand the nuances of the funding, budgeting and planning cycle of A.I.D., the objective of this section is to provide the information needed to identify the appropriate opportunities for planned collaboration. The steps involved in the process are as follows:

- The basic principles of *the Budget and Planning Cycle* are marked by the documents produced at each step of the process.

Each A.I.D. mission has a 5-year planning and programming strategy - the Country Development Strategy Statement (CDSS) - that corresponds to the problems and priorities expressed in the host country's national development plan.

Once the CDSS is completed, the A.I.D. mission develops an Action Plan which focuses attention on programs that support the strategy and projects which will reflect the program goals and objectives. The Action Plan is the mission's management tool which serves as a means of assessing a program's performance.

Then an Annual Budget Statement (ABS) is prepared that outlines, in fiscal terms and detailed budgetary requirements, both the program and administrative activities of the mission. This information is consolidated and presented to Congress on an annual basis.

After Congress reviews and appropriates resources, A.I.D. develops its Operational Year Budget (OYB) that details the funding levels for the program and its operating expenses for the current fiscal year.

Once these steps are completed, the A.I.D. mission can obligate funds for specific projects. The project planning cycle is described in more detail in the next chapter. (A diagram of the A.I.D. Program Planning Documentation, Budgeting and Implementation Process can be found in Appendix I).

- The following calendar for Fiscal Year 1994 illustrates *the A.I.D. Budget Cycle*.

<u>DATES</u>	<u>EVENTS</u>
Feb-May, 1992	Budget guidance is sent to A.I.D. missions from A.I.D./Washington.
May-June, 1992	The missions send A.I.D./Washington their Annual Budget Submissions.
June-July, 1992	A.I.D./Washington reviews the budget.
July-Sept, 1992	The A.I.D. Directorate for Finance and Administration and the Office of Management and Budget Review the A.I.D. budget.
Oct-Nov, 1992	A.I.D. prepares its presentation to Congress.
Dec, 1992	All federal agency budgets are consolidated into one presidential budget.
Jan, 1993	The President presents the budget to Congress.
Feb-Sept, 1993	Congressional Hearings on the budget and authorizations are passed.
Sept, 1993	Appropriations are passed by the Senate and House.
Oct, '93-Sept, '94	The Operating Yearly Budget is established by the A.I.D. Budget Office. Budget allowances are issued to the missions. Field missions begin to obligate funds.

- Of central importance is a clear understanding of *the impact Congress has on how A.I.D. selects its activities*. Congress appropriates A.I.D. resources in the following manner:

1. *The Development Assistant (DA) fund* covers the sectoral project activities such as agriculture, health, education, energy, and child survival - programs A.I.D. has supported for decades. *Because A.I.D. supports over 1,500 of these projects in more than 70 countries, these funds are most commonly available to cooperative efforts between A.I.D. and Peace Corps*. About 36 percent of A.I.D. administered programs come under the category of DA funding.

2. *The Development Fund for Africa (DFA)* was established by Congress in late 1987 to provide A.I.D. with a special mandate, a stable and assured source of funding for Africa, and more flexibility in deciding where and how to spend funds. Within this new mandate, A.I.D.'s Africa Bureau has developed a DFA Action Plan, setting four objectives to best focus its energies toward the goal of broadbased, market-oriented and sustainable economic growth. They are:

- to encourage policy and institutional changes which will help African governments provide public service more efficiently;
- to support actions which will make markets more competitive, encouraging private business;
- to strengthen the foundation for long term development;
- to improve food security.

3. *The Economic Support Fund (ESF)* is a flexible fund with broad authority, its allocation usually determined by the Department of State in conjunction with A.I.D., which administers the funds in the field. *The ESF account is used to address economic and structural adjustment initiatives in those countries which the U.S. has a political and/or security interest*. The major recipients of ESF funding are

Israel, Egypt, Turkey, the Phillipines and the countries of Central America. Approximately 40 percent of A.I.D. administered programs come under the ESF category.

4. A.I.D.'s *Special Assistance Initiatives (SAI)* is a new, geographically-based account representing almost seven percent of A.I.D. administered funds. Established in 1990, it provides extraordinary economic assistance to developing countries in which funds are used to help developing countries pay off their debts and finance capital projects, such as roads, markets and school construction. The best known SAIs are supporting the rapidly evolving democratic process in Eastern Europe. Humanitarian aid to the Soviet Republics accounts for about four percent of the FY 1993 request to Congress. Another country currently receiving SAI funds is the Phillipines.

5. Another type of resource is provided through the auspices of the new *Food for Peace program* authorized by the 1990 Farm bill.

Under the A.I.D.-managed Title II Emergency and Private Assistance program, grant food aid is authorized for programs sponsored by PVOs, cooperatives, and in emergency situations, on a bilateral basis. Food commodities can either be distributed directly to recipients - e.g., food for work, school feeding and maternal child health programs, to name a few - to be bartered or monetized. The local currency proceeds are then used to cover internal handling and transport costs, or for other development activities.

A.I.D. also manages the newly-established Title III Food for Development program, under which agricultural commodities may be granted bilaterally on a multi-year basis with specific economic policy reform conditionality. There are a number of ways in which host country-owned, sales-generated local currencies may be used, including facilitating reforms, private sector development activities, child survival activities, support for local NGOs and supporting activities of Peace Corps that relate to agricultural production.

- Almost half of the funds allocated to the Development Assistance category are managed through *functional accounts*. A.I.D. currently has seven separate

accounts designated for particular kinds of activities worldwide. Together, these are known as *the Functional Development Assistance Program (FDAP)*, which include the following functional accounts:

- agriculture, rural development and nutrition
- health
- AIDs prevention and control
- child survival
- population planning
- education and human resource development
- private sector, environment and energy

Established in 1974, the FDAP is used to guarantee balanced programming and prevent excessive funding in one area or the other. Due to changes in A.I.D.'s operating environment, and in program and project development procedures, several observers in both A.I.D. and Congress feel that the functional accounts have become "more of a burden than an asset in meeting our fundamental development goals."

A.I.D. advocates eliminating functional accounts and in their place, establishing a system based on a single account and country-based program with full Congressional oversight. It is felt that this plan would better serve U.S. interests and the wide spectrum of countries that A.I.D. assists.

- FDAP funds can also have conditions attached to their spending in the form of *Earmarks, Directives and Targets* in which Congress directs A.I.D. to spend at certain levels on a specific sector, project or activity.

In recent years, there has been a sharp rise in the number of earmarks, directives, targets and other indicators of congressional interest in directing the specific uses of FDAP funds. In 1974 there was only one authorization earmark. In 1990, there were 31 earmarks affecting over \$327 million or 27 percent of FDAP funds. In addition, there were 29 directives and targets in the legislation or in committee reports that affected another 32.2 percent of total FDAP.

This means that in spite of a comprehensive country strategy, the mission does not have total flexibility to program resources where it wishes. Some missions have to address programs that are outside of the country strategy, or are required to spend more of a particular type of resource than

requested while ignoring sectors that may need more resources and A.I.D. support.

E. How A.I.D. Designs a Project

The project development process at A.I.D. has four phases:

1. ANALYSIS

As stated earlier, each A.I.D. mission has a 5-year planning and programming strategy - the Country Development Strategy Statement (CDSS) - that corresponds to the problems and priorities expressed in the host country's development plan. The mission also develops an Action Plan (AP) that identifies specific short term objectives.

Once the Action Plan is developed, New Project Descriptions (NPDs) based on the identified problems are submitted. These NPDs state the problem, propose the solution and how the project described will address the problem, list the project components, the implementing agency, the design requirements, and the baseline data requirements for monitoring and evaluation - the process for moving into the PID phase.

This completes the analysis phase of the project identification process. Moving into the design phases, two documents are then created - a preliminary project identification document and a more detailed project paper.

2. PROJECT DESIGN

- *Project Identification Documents (PIDs)* combine the function of a concept paper within a preliminary design document that is used to test the project's accountability at various levels of A.I.D.'s clearance process. (See a sample cover page and outline in Appendix J.) A PID provides the opportunity to include technical inputs, thus forming the basis for making a budgetary commitment to the project that stays consistent with the goals and objectives listed in the CDSS.

- *The Project Paper (PP)* is the next programming step once the PID has been approved. (See a sample cover page and outline in Appendix K.) A

project paper contains a very detailed and complete analysis that includes the rationale for doing a particular project, an explanation of who will do what, how they will do it, how much it will cost, and then a monitoring/evaluation plan to document what difference the project plan has made.

3. IMPLEMENTATION: CONTRACTING DOCUMENTS

There are several processes and documents that primarily focus on legal contracting arrangements. The Project Implementation Order (PIO/T) authorizes A.I.D. contracting officers to negotiate, sign and administer contracts to implement agency financed bilateral projects. (A sample PIO/T can be found in Appendix L.) Contracting officers enter into contract arrangements, while project officers prepare the technical services section containing the contractor's Scope of Work which specifies the tasks and identifies the deliverable end-products. The Project Agreement (PROAG) is an agreement with every implementing entity in which participants agree on specific roles, responsibilities, special conditions and procedural covenants.

4. MONITORING AND EVALUATION

Both Peace Corps and AID recognize the importance of monitoring and evaluating the activities of each respective agency. One question facing both agencies, however, is how best to assure that the monitoring and evaluation criteria of each agency are complementary and not counterproductive.

Moreover, it is important for each to agree on what questions need to be asked and what answers are necessary in order to monitor the effectiveness of a Peace Corps/A.I.D. partnership.

As part of a new strategic management initiative, A.I.D. is taking a fresh approach to monitoring and evaluation, integrating the two activities and designing the systems based on a "decision driven" approach. This approach designs data collection and analysis strategies based on the questions that the decision-makers need answered in order to draw conclusions and measure how sustainable and replicable a project is.

The key elements of this approach are:

- identifying the manager's questions at all levels of the project by identifying who will be using this information;

- clarifying the informational needs of the project/program including the questions of national counterparts;
- developing a system for performance monitoring;
- identifying priority questions that select key indicators and existing data sources. One way of achieving this is by working with counterpart organizations to encourage the collection, analysis and use of data within their agencies:
- determining what additional information is needed and how best to obtain it;
- identifying the roles and responsibilities of the key information users to ensure commitment;
- establishing feedback procedures;
- developing the budget and the evaluation schedule.

This change in focus results in an ongoing effort of regular data collection, plus a series of user-driven or special studies that are rapid and low cost.

The ideal scenario for an A.I.D./Peace Corps collaboration is to have the sector specialists from both agencies design the indicators which answer the relevant questions for each, as well as for the host country PVO. The role of the Peace Corps Volunteer would be included in this process from the perspective of the impact of the PCV service component in projects, not just based on an individual PCV performance.

IV. FUNDING MECHANISMS FOR COLLABORATIVE ACTIVITIES

What funds are available for joint projects?

- SPA: To fund village level projects with a minimum of red tape.
- PASA: To provide technical assistance and training in various sectors.
- BUY-INS: To expand the centrally-funded programs with additional mission support.
- Local Currencies: To increase the resources available to support joint projects.
- PVOs: To maximize development impact using a 3-way partnership.
- Special Development Activity Authority: To fund small self-help partnerships.

SMALL PROJECT ASSISTANCE (SPA) PROGRAM

PROGRAM GUIDANCE

**Prepared by:
The SPA Program
Office of Training and
Program Support**

March 6, 1992

SMALL PROJECT ASSISTANCE (SPA) PROGRAM GUIDANCE

Overview

Best Available Copy

The SPA Program is the result of a Participating Agency Service Agreement (PASA) between Peace Corps and A.I.D. Its goal is to enhance PC/A.I.D. collaboration and to facilitate self help efforts by combining Peace Corps Volunteers' knowledge of local conditions with A.I.D.'s financial and technical resources. The focus of the program is on community development activities. The intent is to provide an efficient mechanism that can respond quickly and effectively to community self-help initiatives that will have an immediate impact at the local level.

PASA funding is provided by A.I.D. to Peace Corps' Office of Training and Program Support (OTAPS) to implement the SPA Program's two components:

The SPA GRANT FUND provides grants for: small-scale community development/self help projects at the local level in sectoral areas including, but not limited to agriculture, food production, forestry, conservation, energy, appropriate technology, education, small enterprise development, and health.

The SPA TECHNICAL ASSISTANCE FUND provides funding for programming consultations, technical assistance and training for Peace Corps Volunteers and host country counterparts in support of development activities funded with SPA funds.

Any country in which both A.I.D. and the Peace Corps operates is eligible to participate in the SPA program. Countries in which A.I.D. does not have a resident Mission or other representative can also be eligible to participate with the approval of the appropriate A.I.D. Regional Bureau provided that A.I.D./W is willing to assume oversight responsibility for the program.

The IPBS SPA Worksheet

The SPA Worksheet in the IPBS is the first step in the SPA funding process. Proposed funding levels submitted by the post on the worksheet for SPA Regular and Health Grant funds should be the result of consultation with the A.I.D. Mission. Funding for technical assistance grants for Project Design and Management Workshops and Host Country National participation in in-service training can be included here with the Mission's concurrence. Please note, however, that willingness to provide funds for these activities may vary among A.I.D. geographic bureaus and from year to year based on operating year funding levels.

The Joint AID-PC Request Cable

By September 30 of each year, a joint PC/A.I.D cable confirming the proposed IPBS funding request levels for SPA regular and health grants and technical assistance grants must be submitted to SPA/OTAPS. These joint cables will be used to prepare the SPA funding request for the next fiscal year. Please note that this is a new procedure. This change has been instituted to facilitate the timely receipt of requested SPA funds.

The SPA Funding Request

During the first quarter of each fiscal year, SPA/OTAPS will submit to A.I.D. geographic bureaus, through the A.I.D./Peace Corps Coordinator, an Agency-wide funding request based on proposed levels in the joint A.I.D./Peace Corps cable.

Once funding decisions by respective A.I.D. geographic bureaus are finalized, SPA/OTAPS will advise each country regarding the approved SPA funding level.

The SPA Memorandum of Understanding

Upon notification of approved funding, the Peace Corps Country Director and A.I.D. Mission Director or his designee, will then sign a MOU for the approved level of funding. In countries where A.I.D. has no presence, advice on signing an MOU should be sought from SPA/OTAPS.

Post SPA Budget Authority

Upon receipt of a signed MOU, SPA/OTAPS will provide Post with new budget authority. If current year SPA funds have not been received from A.I.D., partial budget authority will be provided using prior year funds. Upon receipt of current year SPA funds from A.I.D., the remaining budget authority will be provided.

Under the centralized system, SPA Budget Authority is issued on an annual basis. Funds not obligated by the end of the SPA funding year, i.e. December 31, will be withdrawn from post.

FOR FY 1992 ONLY: In order to synchronize the MOU with availability of funds, MOUs for FY 1992 will be extended for one quarter, i.e., October 1992 through December 1992.

MOU's signed for FY 1993 and subsequent fiscal years will be valid from January through December.

Uses of SPA Grant Funds

SPA Grant funds are intended for the purchase of supplies and materials for single short term community activities, and, for the transportation to the work site of those materials which are not locally available. These funds are not intended to be used solely to improve the capital assets of the group involved, or for the initial investment in a long term program such as a revolving fund or credit union. Activities should be selected in accordance with the following criteria and the additional specific instructions and procedures for SPA grants set forth in the SPA Handbook:

-The activity must be conceived and implemented by a PCV in conjunction with a local community organization or group, which must devote some of its own resources and/or labor to the activity.

-The activity must fall into the broad area of community development.

-The activity must be scheduled for completion within one year of its commencement and before completion of the PCV's service.

-The estimated contribution of SPA grant funds toward completion of the activity must not exceed \$10,000.

-The activity must not encourage reliance on U.S. or other outside assistance.

-Priority must be given to activities that PCVs and their host country counterparts develop as a follow up to training provided under other AID PASAs with Peace Corps.

Restrictions on the Uses of Grant Funds

The following are programmatic restrictions on the use of SPA Grant Funds:

Personal Services: The financing of personal services is discouraged. However, financing the personal services of a local artisan may enhance the success of an SPA activity. The securing of such personal services is restricted to local sources and is to be short term.

Vehicles: SPA funds may not be used to purchase vehicles.

Computers: SPA funds may not be used to purchase computers.

Transportation Costs: SPA funds may be used to finance all transportation costs connected with commodities procured for SPA activities, except costs for ineligible transportation media. Inland transportation costs are considered to be a legitimate cost component of commodity procurement. Costs for PCV travel and per diem for project related travel are not eligible for SPA funds.

Procurement: Most procurement source requirements are waived as set forth in A.I.D. Handbook 1, Chapter 16, Supplement B.

Costs normally associated with the primary placement and assignments of Peace Corps Volunteers are not to be paid for with SPA funds.

Additional limitations on the uses of SPA funds are listed on Page 8 of the SPA Handbook.

The Activity Selection, Approval and Completion Process

In order to begin a SPA grant activity, the PCV in conjunction with a local group submits to the principal PC officer and Individual Activity Agreement (IAA) proposal. IAA's are reviewed and approved at post in accordance with procedures established in the MOU by PC and A.I.D.

When the activity is completed, an Activity Completion form must be submitted to the Principal PC officer by the Volunteer. When a PCV fails to provide such notification, the principal PC officer must provide a memo to the file so stating and indicate completion of the activity on the basis of a visit to the activity site by a PC official.

The SPA Technical Assistance Fund

The SPA Technical Assistance Fund supports Project Consultations which offer assistance in: the identification and focus of small village-based projects and/or specific technical advice related to project implementation; short-term targeted technical training for PCV's and HCN's to enhance the technical skills needed to carry out individual SPA activities; and, programming and training assistance in order to stimulate and/or support field based small project development.

TA Request Approval

All requests for technical assistance are approved in Washington by the Technical Review Committee composed of both Peace Corps and A.I.D. representatives. Peace Corps committee members include regional training officers, OTAPS sector specialists and SPA/OTAPS staff. Proposals are considered not only in light of SPA technical assistance guidelines, but also for their technical merit.

Care should be taken to ensure that all requests contain the complete range of information outlined in the quarterly technical assistance request cable. Incomplete proposals are held over by the committee for more information and their approval is thus delayed.

TA Approval Criteria

All technical assistance requests will be reviewed against the following criteria by the Technical Review Committee:

1. Activity must be in support of small self-help projects within the broad area of community development.
2. Activity must not be in support of primary job skills development, for example, building teaching skills for teachers or construction skills for construction workers.
3. Activity must not support regularly scheduled (i.e. annual, bi-annual) events at post, with the exception of SPA Project Design and Management (PDM) Workshops.
4. Proposal must be technically sound.
5. Activity must include host country nationals and PCV counterparts as primary beneficiaries.
6. When using personal service contractors (PSCs), post must strive to use local hire host country nationals.
7. If no local hire PSC is available and a US or third country PSC is required, a host country national PSC must be included in the proposed activity as a co-trainer in order to build long term in-country programming or training capacity.
8. Once SPA has funded a US or third-country PSC for a programming or training assistance to a post, it is expected that the host country national co-trainer will be the lead trainer when the same training is repeated.
9. Budget must show a reasonable PC post and/or host government agency contribution to the proposed activity. We strongly recommend post cover all PCV and PC staff related costs and clearly demonstrate this in the budget.
10. Activity must be proposed giving a reasonable lead time for review and approval, ideally at least one quarter in advance of the event.

Those posts not submitting final reports for SPA-funded activities may not receive future TA funding until reporting requirements are

Overall SPA Reporting Requirements

PC posts provide quarterly and annual reports, as outlined in the SPA Handbook, to the AID Mission and to AID/Washington through SPA/W. These reports include information on all of the principal activities listed above, on problems/constraints experienced during the previous quarter/year.

Executed IAAs and ACNs should be distributed to the A.I.D. Mission, the implementing organization, the cooperating Government (if required by protocol) with a copy retained in the Post program files. Only the one page IAA abstract form and the ACN need be forwarded to SPA/OTAPS.

Roles and Responsibilities

Administration: PC/OTAPS and individual posts are completely responsible for administering the SPA program funds and for making disbursements according to proper financial procedures in accordance with the SPA Handbook and with applicable federal rules and regulations.

Logistical Support: PC posts, with the assistance and coordination of SPA/OTAPS arrange for all logistical support for the program and will fund that support from its own funds without use of SPA Grant Funds for overhead.

Oversight: A.I.D. is responsible for approving the total authorized SPA program levels, for overall oversight of the program and for making final decisions relating to policy issues in relation to the program.

Detailed procedures for all facets of SPA administration are provided in the SPA Program Handbook. Incorporated in the Handbook are samples of documentation required for the program, from the annual Memorandum of Understanding through the Activity Completion Notification which signals the termination of a project. Please refer to the Handbook for all procedural matters. If clarification is needed or special circumstances arise, contact SPA/OTAPS in PC/W. The SPA staff will be happy to assist you.

1. BANDANDAR WELL REPAIR AND MILLET MACHINE

A prime example of a Peace Corps Volunteer and SPA funding being instrumental in *helping people to help themselves* took place in a dusty, baobab tree-speckled village in Senegal. To begin with, the women's group in Bandandar, population 350, had a garden project for two years that stayed too small to make a profit due to a lack of water for proper irrigation. Through a SPA grant of \$434, the village was able to deepen its well, thus assuring enough water to irrigate a larger garden. The community was able to contribute \$80 of their own money, as well as the labor, which was valued at \$128.

With the Volunteer's assistance, some of the profit earned from the larger garden enabled the village to contribute to another SPA project. With this and additional funds from the village, the villagers of Bandandar purchased a millet grinding machine. This freed the women of the village from pounding the country's staple by hand using a hand-carved mortar and yard-long wooden pestle that would otherwise take nearly six hours a day to do.

This in turn provided them with more time to devote to gardening, thus producing an even larger profit. Because the garden became larger, the original stick fence that previously protected it from village cows and goats was replaced. With some of the profit made from both the ever-growing garden and active millet grinder, the village was able to afford to build a live wire fence around the garden to protect future profits.

The net results were phenomenal. In the first year, the villagers of Bandandar went from \$70 in profit from the garden, to almost \$450. Meanwhile because of the well, the village had enough water throughout the dry season to properly water the village garden. And naturally, due to the millet grinder, the women of the village had been relieved of the tedious task of pounding millet for their families, devoting more time to their gardens.

Because the procedures were all in place to support the millet grinder, in particular, *the villagers had learned how to organize themselves in a way that would endure*. But the success of the SPA/Peace Corps collaboration did not stop there. Profits also went to the purchase of malaria pills for the children of Bandandar, issuing the medicine to those women who were active with the garden on a weekly basis.

2. TUJERING SLAUGHTERHOUSE

Tujering is a small coastal town, a half hour's drive south from Gambia's capital city, Banjul. It is a fishing and farming community, surrounded by fields and the Atlantic Ocean.

For many years, the cattle and other animals of the area were slaughtered in an open field near the center of the village creating a breeding ground for flies and contaminated meat causing periodic outbreaks of disease. Since the village had no viable way in which to clean the area, members of Tujering approached a Peace Corps Volunteer living there for a solution to this health hazard.

Through the PCV's assistance and encouragement, the villagers put up the land, the sand and gravel, the wood and the labor (valued at \$795) to construct an *abbatoir*. SPA funds provided an additional \$500 for a cement floor and a tin roof.

SPA evaluators visited Tujering unannounced back in 1985, a year after the project was completed, and found the facility spotless - no flies, insects, odor or other sanitation problems. The butcher of the village had the responsibility of keeping the *abbatoir* clean.

Overall, the construction of the slaughterhouse was solid with a minimal problem with cracks in the cement floor. Because Tujering was a center for meat sales in the surrounding area, many people were affected by this change, although in many ways, immeasurably.

3. SANTA CRUZ SOIL CONSERVATION

A few precious inches of top soil is the most viable resource for creating fertile land from which to properly farm. But what often takes nature to produce over hundreds of thousands of years can easily be erased due to poor farming practices and steady rain despite the use of fertilizers and machinery to increase agricultural production.

In Santa Cruz, Costa Rica, two Peace Corps Volunteers had been working with farmers to improve their agricultural practices. Through a \$17,500 grant, SPA provided the means with which to buy tools for all the surrounding

farmers to use. A majority of the funding was lent by the Farmers Cooperative to loan to individual farmers to purchase seed and fertilizer. In order to receive this loan, the farmers were required to practice soil conservation on that part of their land that benefitted from the loan. The farmers, in agreement, contributed the labor and a \$10 annual fee for the revolving loan fund.

On the average, yields in the first year rose from 4.5 tons of corn per acre to an impressive 13.2 tons per acre. Bean production increased as well, from 3.4 tons per acre to 3.7.

Also impressive was the number of farmers repaying almost all of the loans that were outstanding. To date, of the \$5,270 loaned to the 54 farmers in the project, all but \$50 had been paid back, a mere one percent of the total loan. Additionally, five percent was charged on the money provided through the SPA fund thus producing more money than what was originally loaned.

Since the beginning of the project, permanent soil conservation practices have been implemented by each participating farmer. With the help of the current PCV in-country, work is being done to have those farmers extend these measures to other plots of land that are not covered by the loan, along with using cheaper organic fertilizers and soil amendments. Integrated pest management has also been introduced to keep the costs and health effects of pesticides to a minimum.

4. BUGU IMPROVED GRAIN STORAGE

Marked with flatlands and rolling low hills, the far north of Togo is a land of trees and grass now, for the rains are not too long gone. The fields are full of life. But toward the end of the dry season, *le famine*, the time of no food comes to Bugu and all of the other small villages in this section of the country. Grass withers and dies, and *le famine* walks the land.

This is an interesting story of how far \$50 and the work of a Volunteer can go. In Bugu, a Volunteer was working with the villagers to avert the effects of *le famine*. He got \$50 from SPA for improving grain storage. The funds have been used, \$10 per village, to pay for cement and a local mason to seal and strengthen the traditional grain storage pots. These are large pots, as

high as a person's chest. The village contribution has been to build a round mud brick hut with a thatched roof to protect the storage jars from damage, theft, weather and abuse.

It is during harvest time when the farmers sell their cotton and other cash crops, that they have some money to spend. It is also the time when the millet is the cheapest. Utilizing a system that is used elsewhere in Africa, the women's group in Bugu, who built the storage facility, are buying grain now and storing it against *le famine*.

Last year was the first year that they tried the new system. The eight women in the group each purchased millet and stored it in jars, each of which holds about 1,500 pounds of grain. During *le famine*, only four of the women ran out of food. When they ran out, they could borrow food from the jars stored in the facility, but they must replace it the next year, 11 measure of 10 used. Since there was more millet stored than was needed by the women, some of the men in the village whose families were out of food borrowed millet also, 12 measure to be returned for 10 used. No one went hungry.

This year, the grain has been repaid with the "interest". The head of the women's group stated that they feel that *le famine* will be worse this year, so each member of the group is putting in additional food. In addition, two other villages in the area have gotten the idea and are preparing grain stores of their own. All this was done for \$50.

Two villages have now built these storage units, with the Volunteer working with three more now. There are eight women in each group, two villages, easily five people in each women's family; so the direct beneficiaries are 80 people. The cost is 25 cents per person. This doesn't count the ripple effect to the other two villages already or the three where the Volunteer is working now.

5. COSTA RICA YOUTH ASSOCIATION

To bring skills to the area's handicapped, a workshop was created to provide training in the production of cardboard boxes for the exportation of bananas and other produce, water pumps, and a manual device that removed corn from the cob. A community association provided the building where the workshop was to take place and hired an instructor to supervise during the

workshop. However, he was not bound by a legal contract. His responsibilities were to buy the raw materials, and once finished, market the finished products. SPA contributed funds to purchase tools, and shop and kitchen equipment.

The regional development organization was the primary buyer of the water pumps, while local merchants bought the boxes and area farmers purchased the corn-remover device. At the peak of operation, the workshop was selling more than \$700 in merchandise per month. However, it was during the second year of the operation that a Peace Corps Volunteer and the promoter from the National Rehabilitation Council discovered that the workshop's instructor was stealing tools and pocketing a majority of the profits. He was also discovered to have manipulated the shop clock in order to extend normal working hours.

Unfortunately, since the workers were uneducated and had complete confidence in the instructor, they were unable to grasp the gravity of the situation, and therefore, resisted the efforts of the PCV. The situation was reported to the community association and the NRC, who recommended that the instructor be immediately fired and the association reorganized.

Although this may seem to be a failure, there is a bright side. Through the efforts of the PCV, the NRC promoter, and even the workshop instructor, the workshop drew considerable attention to the plight of the handicapped in the area. As a result, the association has received further funding from both local and national sources to recreate a more formal workshop and/or rehabilitation center. Construction is currently underway.

B. Participating Agency Service Agreements

The principle mechanism through which a partnership between Peace Corps and A.I.D. has been forged is with the Participating Agency Service Agreement, more commonly referred to by its acronym, PASA. A PASA is essentially a contract between two government agencies. These agreements are funded by A.I.D. for specific services or to support specific goals.

For Peace Corps, a PASA enhances the ability to target programs and provide Volunteers with increased levels of technical support. Once a PASA has been signed, funds are then obligated by A.I.D. and transferred via reimbursement directly to Peace Corps for disbursement and expenditure.

Peace Corps' participation in all PASAs is coordinated and administered by the Office of Training and Program Support (OTAPS) in the form of additional program funding or technical assistance. This assistance is provided by consultants once submitted requests have been approved during the Peace Corps IPBS process. OTAPS provides budget authority to expend funds for the approved activity on a project-by-project basis. Reports from the field about completed PASA activities are then sent through OTAPS to the appropriate office at A.I.D.

A.I.D. participation in PASAs is coordinated by the appropriate technical office in the respective A.I.D. regional or central bureau. With Peace Corps' participation, the A.I.D. Project Officer is responsible for writing the PASA Scope of Work, processing the funding documentation, and jointly monitoring and evaluating the effort.

Current PASAs are centrally funded, but can be accessed by A.I.D. missions in one of two ways: either by increasing the amount of funding available in the PASA for a particular activity in a given country through a buy-in from the A.I.D. mission via the AID/Washington corresponding office; or by coordinating with the local Peace Corps office a specific request for PASA assistance during the following year through the IPBS process.

PASAs can also be entered in at the field level following the same procedure that A.I.D./Washington uses. This includes: preparing a memorandum of understanding on which the agreement is based; a project authorization document that includes the budget and other elements; a PASA

fact sheet; and a scope of work. (A detailed description of current PASA programs can be found in Appendix N.)

The following A.I.D./Peace Corps PASAs are in effect as of this printing (FY '92):

1. AFRICA SMALL BUSINESS ASSISTANCE PROGRAM (ASAP)

Since 1987, A.I.D. and Peace Corps have cooperated in this program to encourage growth in Africa's small business sector, funding needs assessments, project designs and project evaluations in these targeted countries: Ghana, Guinea, Lesotho, Malawi, Togo, Senegal, Sierra Leone, and Swaziland.

Peace Corps Contact:

P&T Chief, Africa Region
Peace Corps/Washington

2. AIDS EDUCATION

As one of the newest agreements, this PASA is designed to fund programming, training and the development of AIDS educational materials, those Peace Corps countries selected are required to submit a Project Plan to the Health sector/OTAPS and Peace Corps/Africa Region. The Project Plan should include: overall goals and objectives, a plan of action, the means by which to monitor and evaluate the project, and devising a means by which to report its progress. Eight countries will be identified during the 3-year process.

Peace Corps Contact:

Program Support Division
Health Specialist, OTAPS
Peace Corps/Washington

3. CHILD SURVIVAL

Created to strengthen the participation of Peace Corps Volunteers in host country child survival projects, this program focuses on growth monitoring,

oral rehydration, infectious disease control, immunizations coverage and breast feeding. With 25 countries currently participating, funding is made available for program development, and evaluation and training for PCVs and host country national health workers.

Peace Corps Contact:

Program Support Division
Health Specialist, OTAPS
Peace Corps/Washington

4. COMBATTING CHILDHOOD COMMUNICABLE DISEASES (CCCD)

As a cooperative effort among selected African countries, the World Health Organization (WHO), the Centers for Disease Control (CDC), A.I.D., Peace Corps and other organizations, this program uses PCVs to assist in its health education component. In order to address the high rates of morbidity and mortality caused by infant diarrhea, malaria and other preventable diseases such as tetanus, measles and polio, this PASA provides funding for additional training for PCVs.

Peace Corps Contact:

Program Support Division
Health Specialist, OTAPS
Peace Corps/Washington

5. FARMER-TO-FARMER PROGRAM

Peace Corps, A.I.D. and Volunteers in Overseas Cooperative Assistance (VOCA) signed a collaborative agreement to support Peace Corps' participation in the Farmer-to-Farmer program. To provide short term expert technical assistance to developing country farmers and PCVs working with them, VOCA sends volunteer U.S. agricultural professionals to assist. The PASA supports the cost of the consultancies and in-country technical workshops.

Peace Corps Contact:

Program Support Division
Agriculture Specialist, OTAPS
Peace Corps/Washington

6. FORESTRY

The joint A.I.D./Peace Corps Forestry Resources Management Project supports Peace Corps' efforts in environmental and natural resources activities. As shown in a 1990 evaluation, this initiative has increased Peace Corps' ability to work with host country governments, PVOs and local communities with projects to support locally-based forestry, soil and water conservation efforts, parks and wildlife, biological diversity, environmental education and other related activities. The PASA funds are available for developing materials, equipment and supplies, and technical and training assistance for Peace Corps Volunteers and staff, and host country nationals.

Peace Corps Contact:

Program Support Division
Environment Specialist, OTAPS
Peace Corps/Washington

7. GUINEA WORM ERADICATION

Because Guinea worm is a debilitating waterborne disease that can immobilize up to 10 million people a year in 19 African countries, Peace Corps and A.I.D. agreed to use PCVs and their counterparts to contribute to the ongoing efforts to eradicate the disease by 1995. Since 1989, the work of Volunteers involved in this program has included: surveillance; community program planning; community health education, particularly demonstrating how to use water filters and improving existing water sources; and monitoring and evaluating existing programs.

The PASA funds are used for training and technical assistance.

Peace Corps Contact:

Program Support Division
Water/Sanitation Specialist
Peace Corps/Washington

8. MICRO-ENTERPRISE DEVELOPMENT PROGRAM

In August, 1988, Peace Corps and A.I.D. initiated a joint Micro-Enterprise Development Program (MEDP) to strengthen grassroots small business and micro-enterprise development in 15 selected countries. Since then, MEDP has provided:

- both Pre-Service and In-Service training for PCVs and their counterparts, host country personnel and micro-entrepreneurs to improve their capabilities to assist small business and micro-enterprise development;
- consultancy support to improve services to small businesses;
- enhancement of small business development programming in targeted countries;
- the development of training materials and other resources.

Peace Corps Contact:

Program Support Division
Small Business Specialist, OTAPS
Peace Corps/Washington

9. SMALL PROJECT ASSISTANCE (SPA) PROGRAM

Established in 1983 by Peace Corps and A.I.D., this program supports programming and training assistance for small-scale community development efforts by providing funding directly to the communities that have been identified by PCVs. Active in more than 40 countries, nearly 3,000 projects have been funded since its inception. Typical projects can include enabling a community to build a grain storage facility, starting a poultry-raising operation or installing a potable water system.

Peace Corps Contact:

Program Support Division
SPA Coordinator, OTAPS
Peace Corps/Washington

10. WOMEN IN DEVELOPMENT (WID)

This PASA will provide training to Peace Corps Volunteers and host country women with whom they work to learn skills in small business development (i.e., numeracy, bookkeeping, feasibility studies, marketing strategies and management) and natural resources protection and management. The costs associated with the training sessions will be covered on a cost-shared basis by A.I.D./R&D/WID and the local AID missions.

Peace Corps Contact:

Program Support Division
Women In Development
Specialist, OTAPS
Peace Corps/Washington

C. A.I.D. Mission BUY-INS to Centrally-Funded Activities

Another mechanism for A.I.D./Peace Corps collaboration in the field is through an A.I.D. mission "buy-in" to a centrally-funded project or PASA which contains technical assistance provisions and implementation methods that are useful to the mission. This may be from carrying out activities within its own portfolio, or by funding projects that do not otherwise fit easily within the mission portfolio but are still needed by the host country.

The buy-in process enables the A.I.D. mission to identify centrally-funded activities in which to participate, or identifies a local activity that falls within the goals and purpose of the centrally-funded activity. This happens by transferring funds from its own operating yearly budget to the corresponding A.I.D./Washington office that manages the centrally-funded project or PASA. From there, the request is sent to A.I.D.'s Office of Procurement to amend the centrally-funded project of PASA to include the activity that has been requested by the A.I.D. mission. Processing of this request can take from 30 to 90 days, which is actually more convenient and faster than funding a project directly. Moreover, the procedure relieves the mission of some administrative responsibilities that can otherwise be time consuming.

There are several important facts to keep in mind, however, when preparing to "buy into" an existing PASA agreement between Peace Corps and A.I.D.:

- Buy-ins must be within the scope of the original contract;
- Buy-ins must be within the total estimated cost and level of effort of the original contract;
- All buy-ins are managed by the central bureau.

A.I.D.'s Office of Procurement prepares a list of centrally-funded projects that are available for buy-ins at the A.I.D. mission. This list is regularly updated. *It should be used as a resource in discussions between A.I.D. and Peace Corps field staff on joint programming priorities and sources of funding available for addressing these priorities.*

D. Local Currencies

The potential use of local currencies in collaborative projects is greater today than ever before. The case studies in the following section provide ample demonstration of the rich and wide variety of effective uses to which local currencies can be put in cooperative projects.

Here are some additional examples:

- SPA funds have been augmented in several countries with local currencies;
- Local currencies have been used to provide essential material support to joint projects in rural housing, rural school construction projects, fisheries projects and natural resource management;
- Local currencies have provided the essential funds needed for training and travel for host country counterparts;

- Local currencies have helped finance in-country training exercises for PCVs themselves.

The cost of involving a Peace Corps Volunteer in an A.I.D. project can often be met with available local currency, especially when A.I.D. and Peace Corps are already working together with a PVO. The additional management costs for a PVO in backstopping the Volunteer while providing material support that is sometimes required to make assignments more effective, can usually be financed using local currency.

Where do local currencies come from?

"Local currency" is host country owned but generated or otherwise made available as a result of external assistance agreements with A.I.D. as part of any of one of the following programs: Development Assistance (DA), the Development Fund for Africa (DFA), the Economic Support Fund (ESF), and the Special Assistance Initiative (SAI). For a more detailed description of each of these, refer to the preceding section.

The new A.I.D. guidelines described below do not apply to local currencies generated by PL 480 and Section 416(b); however, they can provide resources to cooperative projects, especially those which involve PVOs that are sponsoring projects involved in food aid.

NEW A.I.D. POLICIES

On July 30, 1991, A.I.D. issued Policy Determination 18 (PD-18) on local currencies in response to growing concern by the Inspector General of A.I.D., the GAO and Congressional Subcommittees for improved management, programming and accountability of country-owned local currencies. PD-18 was initiated in response to Section 575(a) of the 1991 Foreign Appropriations Act (FAA) that required A.I.D. to program local currencies jointly with host country governments in ways which would support A.I.D.'s economic development objectives.

Among the policies outlined in PD-18 are the following:

- A.I.D.'s participation in programming host country-owned local currencies generated by Foreign Assistance Act (FAA) programs is not an end in and of itself, but an important development tool;
- A.I.D. should achieve important development objectives when negotiating how host country budgetary resources (i.e., local currencies) are used in an external assistance agreement;
- Joint programming of host country-owned local currencies should normally take place at the time an agreement has been negotiated;
- Whenever the use of FAA dollar disbursements results in the receipt of local currency by the recipient government, requires a deposit, or is set aside of local currency by the recipient government, that local currency must then be deposited into a separate account for joint programming. This "separate account and use" then becomes a requirement of the new law and represents a major change in the ways in which local currencies will be managed;
- The recipient government has primary responsibility for the funds;
- "Generations" of local currencies - as used in the new Section 575(a) of the FY 1991 Appropriation - encompasses a "tangible flow of local currency to the host government rather than in an internal audit transaction", as interpreted by A.I.D.'s General Council.
- The new policy calls for these funds to be disbursed more quickly, to the extent that when there are delays, it favors the currencies being placed in interest-bearing accounts with interest that is being programmed in as if it were principle.

The upshot of this new policy is that more host country-owned local currencies may be available for joint programming by A.I.D., and therefore, available for collaborative projects. The above stated policies result in three

new practical realities for those seeking to finance Peace Corps/A.I.D. cooperative efforts:

1. More funds will be available for joint programming by A.I.D.
2. A.I.D. has a greater responsibility and accountability for assuring that local currencies are used in ways consistent with U.S. development objectives in each country.
3. The new policy and law will make these funds easier to identify as separate and distinct "set-asides" or accounts.

The programming implications of the new policy and law require that these local currencies support development objectives . PD-18 calls on A.I.D. missions to integrate local currencies with external resources to enhance their impact and to use them in achieving program and policy objectives. It is here that considerable flexibility can be given.

Though they may be generated from a single "assistance" source, four options are provided for the use of these funds. They include the following:

- investing in developmentally-sound projects;
- supporting particular sectors of the government's budget;
- reducing the government's debt;
- funding A.I.D. administrative costs.

Furthermore, jointly programmed local currency may be used to help meet a country's contribution to an A.I.D.-funded project, including the mandatory 25 percent required by the FAA, thus giving incentive to host country governments to allow their use in Peace Corps/A.I.D. collaborative projects.

But local currencies can also be used to support activities funded by multilateral donors, such as PVOs, highly-respected host government institutions, and private sector groups *Although it is not specifically mentioned, Peace Corps along with the host country agencies and PVOs with whom it works, would appear to be primary candidates to obtain access to these newly-created "set asides" and accounts for development projects.*

E. A.I.D. Grants to PVOs

In an earlier publication entitled, "A Guide to A.I.D./Peace Corps/PVO Collaborative Programming", *both Peace Corps and A.I.D. articulated the importance of collaborating through PVOs.* The guide stated:

"PVOs shared with Peace Corps an ability to work on a grassroots level, emphasizing local initiative. It is therefore not surprising that A.I.D., in trying to address the basic human needs of people in developing countries, looked to PVOs, as well as, Peace Corps. And it was probably inevitable that Peace Corps and PVOs - as major sources of knowledge and experience at dealing on a grassroots level with both the rural and urban poor of developing countries - should find each other fit partners in new development programs.

"Increasingly around the world, PVOs began appearing as the third partner with A.I.D. and Peace Corps. Collaboration among these entities has occurred even when formal agency policies and procedures have been lacking. In larger-scale efforts, A.I.D. has provided funding to a PVO, usually through an Operational Program Grant (OPG), whereas Peace Corps provided the human resources and the PVO provided programming skill, administrative support, and sometimes, direct supervision. More common were the small instances of collaboration involving one to three Volunteers."

This natural, tripartite development relationship is at work today in numerous A.I.D. and Peace Corps countries. *It remains one of the most productive, and perhaps, the most easily accomplished forms of funding mechanisms possible for cooperation between the two agencies.*

A.I.D. has several grant-making instruments which can be awarded to PVOs on the basis of a competitive process or through unsolicited proposals. These grants may include for instance, budget line items for material support for Peace Corps Volunteers. *In fact, many of the competitive guidelines for proposals actually encourage PVOs to provide for collaboration with Peace Corps in the proposal narrative and budget.*

Guidelines for the proposals are issued out of A.I.D./Washington and then sent to PVO headquarters. They are then relayed to A.I.D. missions for

transmittal to PVOs in-country and other interested parties, such as Peace Corps. But A.I.D. missions may also issue their own requests for proposals in-country. *Therefore, frequent contact and good communication between the Peace Corps office and the A.I.D. mission is necessary to ensure that Peace Corps is aware of all requests for proposals and/or unsolicited proposals that may have an interest in collaboration.*

The A.I.D. grant programs for PVOs include the following:

1. GRANTS ADMINISTERED BY A.I.D./WASHINGTON

- *Matching Grants* are awarded competitively to PVOs with proven experience in funded sectoral activity and the ability to raise 50 percent of the project costs themselves. Although the PVO may make a cash or in-kind contribution, preference is given to a PVO's ability to provide matching contributions in cash.

Matching Grants are multi-year and usually implemented in several countries. The project proposals are prepared in close consultation with the A.I.D. mission.

- *Partnership Grants*, also competitively awarded, promote program integration within a jointly-agreed, longer term A.I.D./PVO planning framework. To participate, PVOs must demonstrate a successful track record, which is evidenced by their participation in the Matching Grant and/or OPG program over the course of several years.

Partnership Grants must be matched dollar-for-dollar by the PVO and are authorized for a 5-year period rather than the standard three years. They also include an optional "buy-in" provision whereby A.I.D. mission-financed activities can be incorporated into the Partnership Grant agreement.

- *Child Survival Grants* are awarded on a competitive basis for PVO programs to reduce infant and child mortality, while improving the health of the mother to further enhance child survival in targeted countries. Projects include oral rehydration therapy, immunizations and the promotion of breast feeding.

- *Ocean Freight Reimbursement Grants* pay the ocean freight transportation costs to ship donated supplies acquired for humanitarian relief and development projects

by A.I.D. missions. The PVO is required to pay all other costs such as packaging, warehousing, and administrative staff associated with the donated supplies.

- *Title II Institutional Support Grants* are competitively awarded to assist PVOs who are cooperating sponsors in the PL 480 Title II program earmarked to improve the developmental impact and administrative management of food aid programs. PVOs provide 25 percent of the total project cost either in cash or in in-kind contributions.

2. GRANTS AWARDED BY A.I.D. MISSIONS

- *Operational Program Grants (OPG) and PVO Co-Financing Grants* are a mechanism adopted in 1974 by A.I.D. to encourage greater participation by PVOs. They are country-specific, and sometimes apply to a region-specific project or program. They support projects in areas that conform with host country and A.I.D. priorities. Co-financing or "Umbrella" grants are a variation of this.

Project grants can last 2-3 years at a funding level of up to \$500,000, which has increased on occasion. A.I.D. funding is limited to a maximum of 75 percent of total program costs. The remaining 25 percent can be a combination of cash or in-kind contributions obtained by a PVO from non-A.I.D. sources.

All OPGs are initiated in the field following consultation with the A.I.D. mission after determining the purpose and description of the project, the indications of host country interest, and the rough cost estimate. Initial discussions are sometimes held with the PVO Liaison Officer in the relevant A.I.D./Washington regional bureau.

- *Mission-Specific Projects* are illustrated in the following case studies. One of these case studies showcases a Costa Rican rural housing project where a PVO provided the essential management and technical services for a joint project between Peace Corps and A.I.D.

Another case study on natural resources in Guatemala shows how A.I.D. and Peace Corps cooperated over a long period of time to mount a major national reforestation and soil conservation program through a joint collaboration with CARE.

F. Special Development Activity Authority

A.I.D.'s Special Developments Activity Authority (SDA) was established in 1963 to facilitate rapid funding of small self-help projects designed to have immediate impact on in-country problems.

This mechanism is known under several names - the Ambassador's Special Self-Help Fund, the Selected Development Assistance Fund, the Special Activity Fund, and the Selected Development Activity.

Averaging \$5,000, SDA grants are expected to be completed within 6-12 months of their start-up date. These funds can be used for commodity procurement, training and/or personal services. Each country has an established funding authority which can be exceeded only with A.I.D./Washington's approval.

Both Peace Corps Volunteers and PVOs may propose projects for SDA support. Funding application forms are available at the local A.I.D. mission and/or U.S. Embassy. Proposals are then reviewed by a committee composed of staff from either agency or both.

Projects submitted for approval should be in agriculture, education, health, transportation and/or income-generating activities with viable cash or in-kind community contributions of at least 50 percent of the project cost. Administrative, operational and/or labor costs are not covered.

V. CASE STUDIES OF COLLABORATIVE PROJECTS

What are some of the lessons that have been learned in the field?

Project Lessons:

- A variety of funding mechanisms can be combined to get a project started.
- Agency teamwork in planning training activities improves the satisfaction of the Volunteer, the host country program officials and A.I.D. staff. (See Case Study E).
- Teamwork in training Volunteers creates a multiplier effect - Volunteers train with counterparts who continue to train host country nationals. (See Case Studies C and F).
- Projects funded with local currency accounts provide continuous resources to support volunteer efforts. (See Case Study D).
- Successful collaboration often starts spontaneously when both agencies share a concern about a particular local issue. (See Case Study A).
- Third year Volunteers provide high level management and monitoring support to collaborative projects. (See Case Study G).

CASE STUDIES OF COLLABORATIVE PROJECTS (CONTINUED)

What are some of the lessons that have been learned in the field?

Planning and Program Lessons:

- It is important to collaborate in the country assessment/CDSS process and share information about program priorities within each agency.
- Early joint planning, clear role definitions and close collaboration with the host government improves the chances of success.
- Even when all of the above occurs, remember that external circumstances can interfere.
- Small beginnings can lead to successful nationwide programs. (See Case Studies C and F).
- Continuous communication throughout the process is essential to success.
- It is important to discuss "the worst case scenarios" from the beginning in order to minimize their occurrence. When doing so, devise alternative plans, i.e., changing sites for Volunteers when the project is still in the start-up phase. (See Case Studies I and J).

CASE STUDIES OF COLLABORATIVE PROJECTS

The collaborative projects described in this section illustrate the extent and diversity of the challenges and successes that can result from interagency partnerships. These particular case studies were chosen because they showcased specific elements of conducive to successful collaboration, such as the obstacle to overcome and the issues to be jointly resolved with regard to planning, monitoring and implementation.

These case studies also demonstrate how and when the process works when combining A.I.D.'s financial and technical support with Peace Corps' human resources to achieve the development goals of each agency. Additional case studies which provide examples of Peace Corps/A.I.D. cooperation at the country level are shown in Appendix O. They are excerpts taken from the M.I.S. study cited in the first section of the field guide.

An Example of Good Communication Between a Peace Corps Country Director and an A.I.D. Mission Director

Country: Costa Rica
Sector: Housing

It began one day over a lunch in 1983.

Peace Corps Director, Pepe Lujan and A.I.D. Mission Director Dan Chaij agreed that their two agencies needed to do something about a serious crisis in housing for low-income families in Costa Rica. They began planning this effort as a joint A.I.D./Peace Corps initiative, even traveling outside Costa Rica together to look at exemplary low-cost housing programs in other countries in Latin America.

The joint effort that resulted hasn't always been easy or free of problems. Yet, eight years later, A.I.D. and the Peace Corps have made an indisputable joint contribution to the housing movement in Costa Rica.

One major problem was that the national institution involved in the early stages had difficulty with collections. (Housing for the poor is a highly controversial matter in Costa Rica with financial obligations frequently being forgiven and many homes being given away. This is beneficial for those who receive a home but short-sighted for those who would finance future homes from the repayments.)

Delinquency rates skyrocketed.

In 1987, at midpoint in the project's development, A.I.D. and the Peace Corps, now under the leadership of different yet equally committed individuals, added an important component to the program. A.I.D. contracted with the Cooperative Housing Foundation (CHF), a Washington based private voluntary organization specializing in low-income housing projects in developing countries. CHF was asked to manage loan funds, provide technical assistance to Costa Rican organizations, and supervise and train the Peace Corps volunteers. Since then 30 Peace Corps volunteers have served with CHF in carrying out this inter-agency initiative.

The results are tangible and real. Two hundred and fourteen new homes have been constructed with the help of these volunteers for an average cost of \$2600 per home. Over 1700 homes have been improved with a new room, kitchens, bathroom or other family necessity. The average cost of a home improvement was \$850. Beneficiaries in the program make 1/3 less per year than the national median income of \$350 per month so the program is not "creaming" but reaching those truly in need of this kind of assistance -- 13,640 of them to be exact.

The delinquency rate since A.I.D. and the Peace Corps teamed up with CHF has been zero.

The Costa Rican Peace Corps/AID joint housing program has been structured so that everyone is a winner. CHF "wholesales" credit funds to co-op federations and women's organizations, who in turn lend to individual families among their membership. The intermediary organization obtains a 6% "spread" on the funds borrowing at 18.5% and lending at 24.5%. Payments over the three year term of the loan are made to a Costa Rican financial institution which holds the reflows in trust for future use.

The Volunteers provide critical services at all levels. They work at CHF headquarters, within the cooperations and federations; and, most importantly, they assist individual families to make reasonable, technically sound home construction and improvement plans. They are not involved in collections but do help the borrowers understand, up front, the seriousness of the financial commitment involved.

Given A.I.D.'s design, financial resources, and the solid technical direction of a PVO, the project has made for excellent job satisfaction and enthusiasm among the volunteers. The housing project has made an important contribution to the housing movement in Costa Rica and it has resulted in satisfaction and fulfillment on the part of the volunteers. In addition, early terminations - like delinquent payments -- have dropped to zero.

The following is matrix of the Peace Corps/A.I.D./PVO coordination process that led to a successful project for everyone involved.

MATRIX

	AID	PC	CHF	HCA
PLANNING	X	X		
FUNDING	X			
TRAINING			X	
IMPLEMENTATION		X	X	X
MONITORING		X	X	
EVALUATION	X			

B. PUBLIC HEALTH PROJECT

What Happens When Political Factors Delay An A.I.D. Project For Which The Peace Corps Has Already Recruited And Trained Volunteers

**Country: Benin
Sector: Health**

This project involved a multi-million dollar, high-visibility effort to construct small wells in 200 villages throughout Benin's Zou province. In addition, the project incorporated community motivation and self-help, general health and sanitation education, and an experimental, low-cost latrine program. The key participants in the project were the Government of Benin, A.I.D., the Peace Corps, and UNICEF.

Roles were clearly delineated among the three participating donor agencies and the Benin Ministry of Public Health. A.I.D. was expected to provide financing for materials, transportation, and technical training; UNICEF was responsible for overall field operations; and the Peace Corps was to supply Volunteers to work with Benin counterparts in forming village committees to carry out the health education and pump maintenance component of the project. The Ministry of Public Health assigned district health workers to implement the project with the Volunteers in individual villages.

The project was on the drawing board since 1982 when, after lengthy negotiations with the Government of Benin, a final project agreement was signed in December 1986. During the lengthy planning process, every effort was made to ensure the timely recruitment and arrival of Volunteers. The Peace Corps recruited nine Health Volunteers, who began training in Benin in September 1986. They were ready to begin work two months later, when the project was supposed to start up.

However, during the first half of 1987, two events occurred that caused serious delays in the project start-up. Both resulted from external circumstances beyond the control of any of the project participants. The first was the placement of 620Q restrictions on the Government of Benin because of missed debt payments. This prevented A.I.D. from obligating project funds. The second event was a temporary hold on the project because of political considerations. As a result of these delays, Volunteers were at their sites for over six months without any substantive work. Their morale became low. One Volunteer left in frustration and several others expressed a desire to follow suit, threatening a serious shortfall in one of the project's vital components.

After considerable effort to deploy Volunteers in a timely manner the Peace Corps was left in the position of assigning Volunteers to a project that was not actually in operation. The Volunteers were placed at their sites and instructed to begin preparing villagers for wells that did not arrive. It looked like supplies would probably not be

available for several more weeks, almost halfway through the Volunteers' tour of service. The Volunteers were faced with a lack of work and a loss of credibility with the villagers, who expected the wells. All of these factors contributed to low morale among Volunteers. It also appeared that the Peace Corps was not fully apprised early on of the possibility of delays, making it difficult to plan alternative temporary activities for the Volunteers.

From A.I.D.'s point of view, everything possible was done by all of the parties involved to ensure timely implementation of the project, and its eventual success. A.I.D. incorporated the Peace Corps' input into the early project design, engaged a former Peace Corps staff member and Volunteer as the Project Manager, and made provisions for special technical training for the Volunteers. A.I.D./Washington and Mission staff worked extensively to secure waivers to allow the project to begin (when 620Q restrictions were lifted for a 24-hour period), and to obtain another waiver and approval in March 1987 for a critical technical training seminar for Volunteers and host country personnel. A.I.D. staff attempted to establish the flow of funds for the project on a fast track at the request of the Peace Corps Director, Mission Director, and the Ambassador.

What is important here is not so much the outcome of an obviously frustrating experience, but the lessons learned from this project, which are the following:

- There is a need for thorough and open communication at all stages of project development, including, and perhaps especially, at sensitive political junctures. The Peace Corps should be informed to the extent possible of the ramifications of sensitive political events.
- Before a decision to cooperate is made, both A.I.D. and the Peace Corps should carefully evaluate the risks each agency would accept by entering into the cooperative process. These risk factors should influence the decision to cooperate.
- The Peace Corps needs to evaluate carefully, before entering a project, whether or not the Volunteer assignments would be viable in the event of project delays.
- Project planning should include an assessment of possibilities for alternate activities for Volunteers in the event of project delays, including an assessment of how SPA funds might be used to carry out related activities.
- Appropriate intervention by a third party at the request of and in cooperation with the project team members can help to resolve problems.

C. SOIL CONSERVATION AND FOREST MANAGEMENT PROJECT

An Example of a Successful Peace Corps/A.I.D./PVO Partnership

Country: Guatemala
Sector: Natural Resources

A 1972 study conducted by the Organization of American States (OAS) drew attention to the alarming deterioration of Guatemala's soil and forest resources, especially in the Guatemalan Highlands (the "Altiplano"), where agricultural practices generally did not incorporate soil conservation measures. As a result, soil productivity declined because of erosion.

The problem was exacerbated by several other factors. Forests were being overcut for fuelwood. Guatemala's demand for lumber was growing. During past decades, large expanses of forest in the highlands were converted to pasture and range land, much of which was overgrazed. Parents divided their landholdings among their children, which decreased the nation's average farm size. As a result, many marginal areas have been converted from forest to the production of subsistence crops such as maize and beans.

The OAS study recommended a concerted effort to improve the nation's use of soil, crop, pasture, range, forest, and watershed resources and suggested the development of a network of trained forestry extensionists who would work with Peace Corps Volunteers to promote community participation in soil conservation and forest management activities.

Prompted by the results of the study, Guatemala's National Forestry Institute (Instituto Nacional Forestal - INAFOR) signed an agreement with the Peace Corps to begin a grass roots reforestation and soil conservation program aimed at Guatemala's subsistence farmer. Program personnel decided to follow the recommendation of the OAS study and concentrate on the Guatemalan highlands.

At the end of 1973, the Peace Corps assigned a group of about 10 Volunteers in communities located throughout the Guatemalan highlands. The Volunteers were charged with selecting and training a promoter (an extensionist-leader) from their assigned communities and training that person in reforestation and soil conservation techniques. Once trained, the promoters began to share their training with other farmers in nearby communities. In exchange, they were hired as salaried employees of INAFOR.

However, it soon became obvious to both the PCVs and promoters that INAFOR's budget restrictions made it difficult for the organization to provide the resources and logistical support the program needed to succeed at creating tree nurseries and carrying out reforestation and soil conservation projects. The volunteers and promoters also found that farmers were resistant to changing their agricultural practices and planting trees.

At the end of 1974, a third institution, CARE, joined the program and agreed to use Food-for-Work provided through the USAID as an incentive to convince farmers to try out new reforestation and soil conservation practices. CARE also agreed to provide materials and logistical support to the program.

In 1974, the renamed INAFOR/CARE/Peace Corps (ICCP) program began its inter-organizational cooperation in earnest with pilot projects in four sites in highland Guatemala. Soon, the program was in place in 25 sites. The success of the Food-for-Work incentive prompted CARE to sign an agreement with INAFOR that expanded activities to 35 communities. An equal number of PCVs were assigned to work within these sites. Gradually, between 1976 and 1978, the number of target communities grew to 50.

Today, the ICCP program is working successfully in 13 Guatemalan departments, helping improve soil conservation and forest management with 10,661 farmers in 393 communities. The program aids the efforts of 193 agroforestry committees and 250 tree nurseries through the support of 28 PCVs and 80 promoters. Almost all PCVs are linked with promoter counterparts, though in 52 sites promoters work without the assistance of PCVs. Most of these promoters, however, were trained by PCVs. According to ICCP program documents, the program produces around 3.5 million trees each year.

Thanks to the Peace Corps/USAID partnership with CARE, the ICCP program is not only helping Guatemala's subsistence farmers to become more self-sufficient, but also promises a new future for the country's vital agricultural and forestry activities.

D. SCHOOL REFURBISHMENT PROJECT (SRP)

How A.I.D./Peace Corps Cooperation Can Help the Ministry of Education Improve the Physical Quality of Schools at the Community Level

**Country: Costa Rica
Sector: Education**

This project combines an A.I.D. local currency trust fund with volunteers in an effort to improve the physical quality of rural schools in Costa Rica.

The project was planned from start to finish, as a joint Peace Corps/AID venture. The two agencies gave themselves a target of improving the physical plants of 823 schools over a four-year period (1987-1991).

AID allocated \$1.4 million in local currencies. The Peace Corps agreed to designate – on an ongoing basis – ten volunteers, dispersed throughout the country, who would take the program on as a "secondary" project. (Volunteers are to spend only one day per week on this "secondary" project.)

One day a week from ten volunteers doesn't really sound like much, yet three and a half years after kick-off, the project is nearing its goal. Over 700 schools have successfully completed refurbishing projects, and A.I.D. and the Peace Corps are confident that by giving themselves one more year, they can meet the original target.

Helping the project along is the fact that third year volunteers have extended their Peace Corps assignments in order to provide very capable project management services for the project working out of the A.I.D. office in San Jose.

The ten PCVs who serve as SRP regional representatives provide information to communities about the availability of these funds for school refurbishment. Their contribution is in both marketing the resource and monitoring the implementation and completion of individual projects in their regions.

What is meant by refurbishment? It's a lot more than a coat of paint. Projects have included adding a classroom, building a kitchen or lunchroom, improving recreational areas, building school desks and chairs, repairing roofs and even building sidewalks in front of the schools.

The average project runs \$2,000. A.I.D. funds can only be used for the cost of materials and the community has to match the funds one-to-one – either with cash or in-kind contributions. All the labor – and the cost of even bringing the materials to the site – have to be borne by the community.

The volunteers who work in the School Refurbishment Program believe that it leaves much more than the improved school behind. The other less tangible benefit of the program may be what matters most in the long run.

For most communities, the application process is a first experience in development of a sample proposal or application for outside assistance. Community budgeting is a new experience as well. And as the old Peace Corps and A.I.D. community development adage goes – the experience of completing something by the community – in this case for their own children – will lead to other successful community projects in the future.

E. HEALTH: SMALL WATER PROJECT

What To Do When The Host Country Believes Volunteers Are Not Qualified

Country: Yemen
Sector: Health

This is an example of a small water project that started as a failure and ended as a resounding success. It involved A.I.D., the Rural Water Division of the Yemen Ministry of Public Works, the Peace Corps, Trans Century (an A.I.D. contractor) and Yemeni villagers.

Volunteers were brought to Yemen, only to wait their whole tour for the Ministry to sign A.I.D.'s grant agreement and start work. The Yemeni resisted the project because they claimed the Volunteers were not qualified water technicians.

They were correct.

The situation changed when Peace Corps and A.I.D. developed a means to recruit engineering students from selected U.S. universities, and where the universities were willing to provide academic credit for Peace Corps experience in the small water project. The results were the signing of the agreement with the Yemeni, a highly motivated group of Volunteers, and a successful project, which was evaluated and extended for several additional years.

The important lessons learned are the following:

- A structured job benefits the Volunteer, the host country sponsor, and the recipient beneficiaries;
- Project inputs are very desirable, if not essential, for Volunteers to perform their jobs or carry out their responsibilities properly;
- Professional and technical supervision helps Volunteers to do a professional job and this supervision is helpful to gain the confidence of host country officials;
- Incentives like on-the-job training and academic credit for a successful Volunteer tour of duty are important for the morale and performance of some Volunteers;
- It is possible, as well as desirable, to hand pick qualified and motivated Volunteers;

- In recruiting, it is essential to have specific scopes of work, descriptions and pictures of the working environment; and the recruiting process works very well if a returned Volunteer is involved in the process; and,
- When Volunteers work in an A.I.D. project it is important that they not be put into a situation where they feel like cheap labor. (In some cases Volunteers will do the same work as USAID staff or contractors for a fraction of the cost.) This can be avoided, or the feeling off-set, by some practical incentives: i.e., better housing for Volunteers, transportation, training, and formal recognition of good work.

F. FISH CULTURE EXTENSION PROJECT

Peace Corps/A.I.D./Host Country Government Cooperation Brings Success to a Food Production and Income-Generating Enterprise

Country: Zaire
Sector: Agriculture

In Zaire, more than half of the 155 Peace Corps Volunteers work on USAID/Zaire projects. USAID provides not only funding, but also training materials, equipment, motorcycles, and construction materials to Volunteers. But cooperation between the two agencies in this African country means much more. The Peace Corps is also involved in the design and evaluation phases of PC/USAID projects, which has brought about the most efficient use possible of Volunteer skills. In addition, USAID project personnel regularly participate in the initial, as well as continuing, training of Volunteers slated to work in PC/USAID areas of cooperation.

More importantly, PC/USAID collaboration in Zaire has increased the effectiveness and efficiency of several development projects and programs. A good example is the Fish Culture Extension Project.

In 1978 USAID, the Peace Corps and the Government of Zaire decided to expand an existing Peace Corps project and promote the pond raising of fish throughout the country. The goal of the project was to increase the protein availability in rural areas. Peace Corps Volunteers were assigned as extension agents, and USAID provided logistical and technical support.

When the Peace Corps started the original project in 1973, it had only two Volunteers working in three regions of Zaire. As a result of a PC/USAID/Host Country Government partnership, the project expanded into six of the country's nine administrative regions, with 55 Volunteers providing extension in small farm fish pond production. Volunteers have trained over 15,000 individual farmers in fish culture techniques.

The project has become one of the largest of its kind in the world. In 1978, it involved 238 farmers. Today, the number of participating farmers is over 2,500. In 1978, there were fewer than 600 fish ponds. Today, there are over 4,000. All of them meet and maintain high quality production standards. Also, the average annual production of fish per hectare has gone up since 1978, from 1.3 metric tons to 2.2 metric tons.

Some of the project's other noteworthy accomplishments include:

- The construction/renovation of five fingerling/training centers;
- The construction of a national research and extension training center;

- The establishment of five regional fish culture offices staffed by Volunteer-trained Zairian Coordinators; and,
- The development of fish culture manuals, audiovisuals, and other training materials.

While these production and expansion figures are noteworthy in and of themselves, perhaps the project's greatest development has been the formation of 10 farmer associations. They were started, and are being operated, by the farmers themselves working with Peace Corps Volunteers - without support or input by either the Government of Zaire or USAID.

Thanks to the cooperative efforts of the Peace Corps, USAID, and the Government of Zaire, the Fish Culture Extension Project is a success: both as an agricultural project and as an example of an income-generating enterprise. In fact, in 1984 a USAID evaluation team member described the project as the best one of its kind in Africa.

G. SPECIAL DEVELOPMENT ACTIVITIES FUND

The Successful Administration of A.I.D.'s Special Development Activities Fund By Peace Corps Volunteers

**Country: Costa Rica
Sector: Non-Sectoral**

This program has been in existence in Costa Rica for a lot longer than the School Refurbishment Program (See School Refurbishment Case Study) and will continue long after it. The Special Development Activities Fund (SDF) is the quick funding community impact program of the A.I.D. Mission, similar to those one finds in almost every A.I.D. Mission throughout the developing world.

What is somewhat unique about the Costa Rican SDF is the extent to which the Peace Corps is involved.

Like the SRP project, a third year volunteer actually manages the effort also working out of A.I.D.'s office. The program relies heavily on this volunteer and four others dispersed throughout Costa Rica to explain the program to potential recipients, help analyze the feasibility of projects, and work with the communities in carrying out the projects.

SDF funds (local currencies again) help build aqueducts, schools, bridges, roads, health posts – any kind of community infrastructure project. The \$500,000 a year program assists 100 communities each year with the average grant being \$5,000. While the volunteers provide oversight for the use of these funds, these projects are not always in Peace Corps communities per se. (The SPA program is perhaps more appropriate in this case.)

Community participation in SDF is even greater than with the SRP program. The same guideline applies – 50% of the value of the final project must be contributed by the community. Yet many of these communities undertake much larger projects, some in the \$20,000 to \$30,000 range with the value of the SDF cash contribution being reduced to 10% of the total value of the project.

H. SMALL BUSINESS PROJECT

Promoting Micro-enterprises Through A USAID/Peace Corps/PVO Partnership

**Country: Paraguay
Sector: Small Business Development**

In mid-1985 A.I.D. funded a local private voluntary organization (PVO), Fundacion Paraguaya de Cooperacion y de Desarrollo and started a program to provide credit and technical assistance to small businesses in Paraguay, modeled after similar successful small business programs in Latin America. Technical assistance to the Fundacion has been provided through an A.I.D. grant to Accion Internacional (AITEC).

The Fundacion is the first organization in Paraguay dedicated to providing credit and technical assistance to businesses too small and undercapitalized to warrant attention from institutional sources of credit or the banking community.

The Peace Corps' assistance to the Fundacion started from the very early stages of project development. The four full-time Volunteers assigned to the project, coupled with competent local technicians, have fulfilled a critical need for qualified staff during the crucial start up phase of the Fundacion. Their assistance was concentrated in such key areas as planning, computer programming, training, etc. They have also provided additional analytical and managerial skills to the organization.

In early 1986 the Fundacion received the first \$10,000 of two SPA grants, which allowed the Fundacion to start its lending operations and satisfy, at least in part, a rapidly growing number of loan applications. An evaluation of the groups financed by the SPA donation and the resulting administrative financial adjustments implemented made the system ready to administer a large number of loans more efficiently.

The second SPA donation, \$10,000, helped consolidate credibility in the Fundacion among the general public and paved the way for speeding up processing of substantial grants from such donors as the Inter-American Development Bank (IDB) and Inter-American Foundation (IAF), as well as donations and/or preferential commercial loans from the private sector and local banks. While this SPA donation was again designed to increase and consolidate the revolving credit fund, it gave special emphasis to female micro-entrepreneurs who are, thus, drawn into the program.

Approximately 130 women received their first loan from the Fundacion (these funds were available exclusively for them) and helped form an additional 35 solidarity groups comprised of both men and women. The male beneficiaries were financed by a separate source. Through December 1986 the Fundacion provided credit to a total

1,118 beneficiaries organized in 234 solidarity groups, and with a total loan portfolio of approximately \$74,000.

All of the parties involved agree that Peace Corps/A.I.D. cooperation was a key to the success of this project.

SMITHFIELD*

Problems Caused By Peace Corps' Over-Reliance On A.I.D. and An A.I.D. Contractor

Country: Smithfield
Sector: Health

Background

A.I.D. has been funding a ten-year, rural water supply project in Smithfield since 1986. The Peace Corps got involved in the project, which is being implemented by a U.S. contractor, in 1988.

The goal of the project is to help meet Smithfield's critical need for potable water in the rural areas. It is estimated that only 20 percent of the country's rural population has access to clean drinking water. In some rural areas, women and children are forced to spend up to eight hours a day collecting water. This tedious chore prevents keeps them from carrying out other, more profitable, activities. The scarcity of potable water, combined with a lack of sanitation, has led to a high incidence of diarrheal diseases and other health problems among rural residents. The gravity of the situation is obvious when one considers that 85 percent of Smithfield's population lives in rural parts of the country.

The rural water supply project is providing the necessary funds and technical assistance to the Ministry of Public Works to design and build approximately 150 rural water systems over a five-year period. The water systems consist of improved wells with pumps and motors, water storage tanks, pipelines to connect village households to the wells and reservoirs, and elementary waste disposal and sanitation systems (latrines).

Peace Corps Volunteers are surveying the villages, supervising the construction and installation of the systems, and training counterparts in construction and maintenance, so that they can eventually install and repair the systems. Volunteers also manage funds related to the procurement of supplies for the project.

The project has been regarded by all parties involved as highly successful in delivering potable water systems, and the government of Smithfield is pleased with the results.

Problem

The day-to-day administrative management is in the hands of a U.S. contractor, who is also responsible for the daily supervision of the Volunteers. The Peace Corps entered the project in the post-design stage, when the project was already being implemented. Therefore, it is unclear how the roles for Volunteers were developed. Project reviews, in which A.I.D., the Peace Corps, and the contractor all participate, are held quarterly.

Despite the success of the project, both A.I.D. and the Peace Corps believe that it has suffered from administrative/management problems related to the contractor's lack of oversight and accelerated spending.

The Peace Corps has curtailed its participation in the project, ostensibly as a result of lack of funding and lack of work for the Volunteers. According to reports from the post, only one-half of the nine Volunteers on the project are actually working. However, four of these nine are scheduled to end their service in December 1993. Because of the lack of work, the Peace Corps was forced to cancel trainee requests that had already been filled. Although these trainees eventually found other assignments, the cancellation was a major disruption.

The Peace Corps is also reported to be seeking transfer assignments for some of the current Volunteers on the project. In general, the Volunteers have voiced dissatisfaction with the way the project is being managed financially. They are calling into question whether the project is actually compatible with the Peace Corps' goals.

The problems associated with this project are reflected in the following events that took place between January and August. In January, the Peace Corps committed itself to filling firm requests from the contractor for five new trainees to begin work in September. At the end of June, after these trainees had been invited to the program, the Peace Corps received an informal notice that there was insufficient work, as well as a lack of funds for the project. In early July, field staff had determined there was no work for Volunteers on the project. By the end of August, all of the invitations to new trainees had to be cancelled, forcing the trainees to seek alternative assignments.

Issues

The above example illustrates two issues that must be considered in A.I.D./Peace Corps joint programming. They are:

- *Joint Monitoring of Implementation.* What kind of mechanism can be developed for joint overall supervision of A.I.D./Peace Corps projects to which Volunteers are assigned, so that implementation by a contractor is monitored by both A.I.D. and the Peace Corps?

- In this project, the Peace Corps and A.I.D. relied on a contractor to supervise Volunteers. The contractor apparently allowed the work to slow down, with the effect that Volunteers had too little to do. The contractor also failed to carry out, or placed too little emphasis on, certain aspects of the project that were important to the Volunteers' effectiveness - i.e., the training of host country nationals.

- The consultative arrangement established in-country for project monitoring, i.e., quarterly meetings of all project parties, was insufficient in this case, since the Peace Corps did not receive adequate notice of the project slowdown. Also, Peace Corps/Washington did not receive adequate notice of the trainee cancellations in time to avoid some of the disruption caused by the revision of invitations to the program.

- *Peace Corps' Over-Reliance on A.I.D. Programming in Country:* Joint A.I.D./Peace Corps programming should not preclude the Peace Corps from establishing an independent set of relationships with local agencies. Peace Corps programming in Smithfield is, in large part, dependent upon A.I.D. and its relationships with government ministries. Approximately 60 percent of Volunteer assignments in Smithfield are directly dependent upon A.I.D.-funded projects. For various reasons, including the fact that it is easier to work with U.S. nationals, the Peace Corps programming staff had not established their own relationships with ministries. The result was an inability to reprogram Volunteers affected by this problem.

KILLEEN REPUBLIC*

What Happens When A.I.D. Changes Plans Without Consulting the Peace Corps

Country: Killeen Republic
Sector: Natural Resources

Background

Late in 1985, the Peace Corps began negotiations with the Government of the Killeen Republic for a reentry into that country. The Peace Corps Director in a neighboring country was in charge of setting up the new program. He consulted A.I.D. early in the planning process, and several joint planning sessions took place regarding the scope of cooperative activities.

After assessing the Killeen Republic's needs and the types of assistance Peace Corps Volunteers could most effectively provide, the Peace Corps decided to make forestry one of the main components of its new program. Besides, A.I.D. had just completed a successful three-year community forestry pilot project. It was believed that community forestry represented not only an excellent vehicle for A.I.D./Peace Corps collaboration, but that it was also a means for the Peace Corps to reestablish its presence in the country on a "fast track" – especially since the groundwork had already been laid for this project. Furthermore, the Peace Corps' strategy regarding the continuation of forestry activities over the long term seemed to coincide with A.I.D.'s strategy.

In January 1986, as an outcome of the joint planning sessions, the Peace Corps transferred two forestry Volunteers from another post. They were to continue the activities of the community forestry pilot project. It was expected that the pilot project would be followed by a five-year, A.I.D.-funded agroforestry project, which would involve a contract or cooperative agreement with a Private Voluntary Organization (PVO). A PVO presented a proposal for such a program in March 1986 to the A.I.D. Mission in-country. The Mission forwarded the proposal to A.I.D./Washington with a recommendation for funding. Upon being informed of the Mission's support for the project, the Peace Corps agreed to place up to six or eight Volunteers, with a mix of professional and generalist backgrounds in forestry, to help implement the proposed project. Counting on A.I.D. for support and having received assurances from the Mission, the Peace Corps made plans to increase its programming in the Killeen Republic.

* The Killeen Republic Case Study is taken from a real situation but the country name has been changed to protect the "guilty".

In May 1986, A.I.D./Washington conducted a major Program Review of the A.I.D. program in the Killeen Republic. As a result, it was decided to refocus A.I.D. assistance over the short-to-medium-term (FY 1987-89) to provide direct support for the government's economic reform programs, which had apparently achieved remarkable results. All A.I.D. resources, including DA, P.L.480 and local currency, were redirected toward support for economic reform activities. Therefore, no new project activities outside this area were approved and the PVO's proposal was rejected on June 2, 1986. Plans for A.I.D./Peace Corps cooperation in agroforestry grounded to a halt. Reconsideration of new joint program activities was left open until March 1987, when the A.I.D. Mission was to submit its Country Development Strategy Statement.

The PVO submitted its proposal to other A.I.D./Washington offices, including the FVA Bureau, hoping to secure an alternative source of funding for the project. Its efforts were unsuccessful. The Peace Corps petitioned A.I.D. to reconsider its decision. It was also unsuccessful. As a result, the Peace Corps was forced to seek new assignments for five new Volunteers who were scheduled to arrive in-country in several weeks. These Volunteers were eventually placed with a similar project being implemented by the Food and Agriculture Organization in another part of the country. Unfortunately, the project is suffering from a lack of material support for the Volunteers' work, which was expected to have been provided by A.I.D.

The Problem: Missed Opportunities for Both Agencies

- The proposed project could have provided an excellent opportunity for A.I.D./Peace Corps/PVO collaboration at the project level in the field. It could have served as a model for such projects elsewhere. The proposed project called for a combination of A.I.D. regional funds and Title II resources, just the sort of funding mix A.I.D. was eager to encourage.
- The project afforded the Peace Corps a critical opportunity to enhance its credibility as a new development assistance agency in the Killeen Republic, by enabling the Peace Corps to field Volunteers faster than would have been possible without the support of a PVO. With Volunteer input in this project, the Peace Corps program would have grown at a faster pace than current programming projections allow. This is because sites and other infrastructure for the Volunteers had already been chosen.
- The project offered a means to achieve continuity in agroforestry programming, a sector important to A.I.D., the Peace Corps, and the government. It would have offered A.I.D. a means to reap the benefits of its Community Forestry pilot project. In addition, it would have enabled the Peace Corps to expand the work of the Volunteer agroforesters who participated in the pilot project. Without such a follow-on, it is believed little of lasting benefit would have been accomplished by A.I.D. through the pilot project.

Issues for Joint Planning

A.I.D./Washington determined that there were overriding concerns that warranted its decision; however, the decision caused ramifications for the Peace Corps that A.I.D. did not take into consideration at the time.

This case illustrates at least two issues related to any joint program planning, especially for new country entries. They are:

- How can a consultative mechanism be built into the joint planning process to allow for either agency to have input into decisions affecting program refocusing, changes in direction, and other such plans? Or, at a minimum, how can an agency assure the other that no jointly planned program will be changed unilaterally without adequate consultation with the other agency?
- How well can two agencies plan together without a full and adequate understanding of differing planning processes? In this case, it would have been helpful for the Peace Corps representatives to know that there was no approved CDSS for the country. On the other hand, A.I.D./Washington should know that postponing consideration of new programs until March 1987 would mean that no Volunteers could be on-site until nine-to-12 months later.

APPENDIX A

List of Countries in which Peace Corps Volunteers are Serving



PEACE CORPS NEWS

OF THE UNITED STATES

1990 K Street, NW Washington, DC 20526 Phone: 202/606-3010 Fax: 202/606-3110

PEACE CORPS OF THE UNITED STATES SERVING WORLDWIDE

AFRICA

INTER-AMERICA

PACIFIC, ASIA, MEDITERRANEAN & CENTRAL EUROPE

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66	Benin			1	Albania**
173	Botswana	10	Argentina		Armenia***
23	Burundi	65	Belize	1	Bangladesh**
135	Cameroon	87	Bolivia	26	Bulgaria
22	Cape Verde	28	Chile	1	Cambodia**
69	Ctrl African Rep	194	Costa Rica	9	China**
41	Chad	213	Dominican Rep	5	Cook Islands
20	Comoros	216	Ecuador	62	Czechoslovakia
42	Cote d' Ivoire	226	Guatemala		Estonia***
16	The Congo	2	Guyana**	101	Fiji*
2	Ethiopia**		Haiti***	4	Hong Kong**
22	Equatorial Guinea	292	Honduras	119	Hungary
104	Gabon	174	Jamaica*	1	India**
27	The Gambia*	16	Nicaragua	1	Indonesia**
79	Ghana	38	Panama	24	Kiribati*
52	Guinea	203	Paraguay		Latvia***
21	Guinea Bissau	124	Eastern Caribbean		Lithuania***
155	Kenya		(Leeward Islands)	3	Malta
110	Lesotho		-Antigua/Barbuda	22	Marshall Isl
1	Liberia**		-Dominica	71	Micronesia*
1	Madagascar***		-St. Kitts/Nevis	20	Mongolia*
94	Malawi		-Montserrat	78	Morocco*
188	Mali		-Anguilla	146	Nepal*
44	Mauritania*		(Windward Islands)	10	Pakistan
3	Mozambique**		-Grenada	58	Papua New Guinea*
54	Namibia		-St. Lucia	13	Philippines***
108	Niger		-St. Vincent	224	Poland*
8	Nigeria		and Grenadines	11	Romania
29	Rwanda	40	Uruguay	54	Soloman Islands
11	Sao Tome and Principe			53	Sri Lanka
95	Senegal			236	Thailand*
9	Seychelles			1	Tokelau**
85	Sierra Leone			42	Tonga
1	Sudan**			26	Tunisia
90	Swaziland			3	Tuvalu
15	Tanzania			13	Vanuatu
85	Togo			40	Western Samoa
12	Uganda*				Ukraine***
	Zaire***			18	Yemen
21	Zimbabwe*				

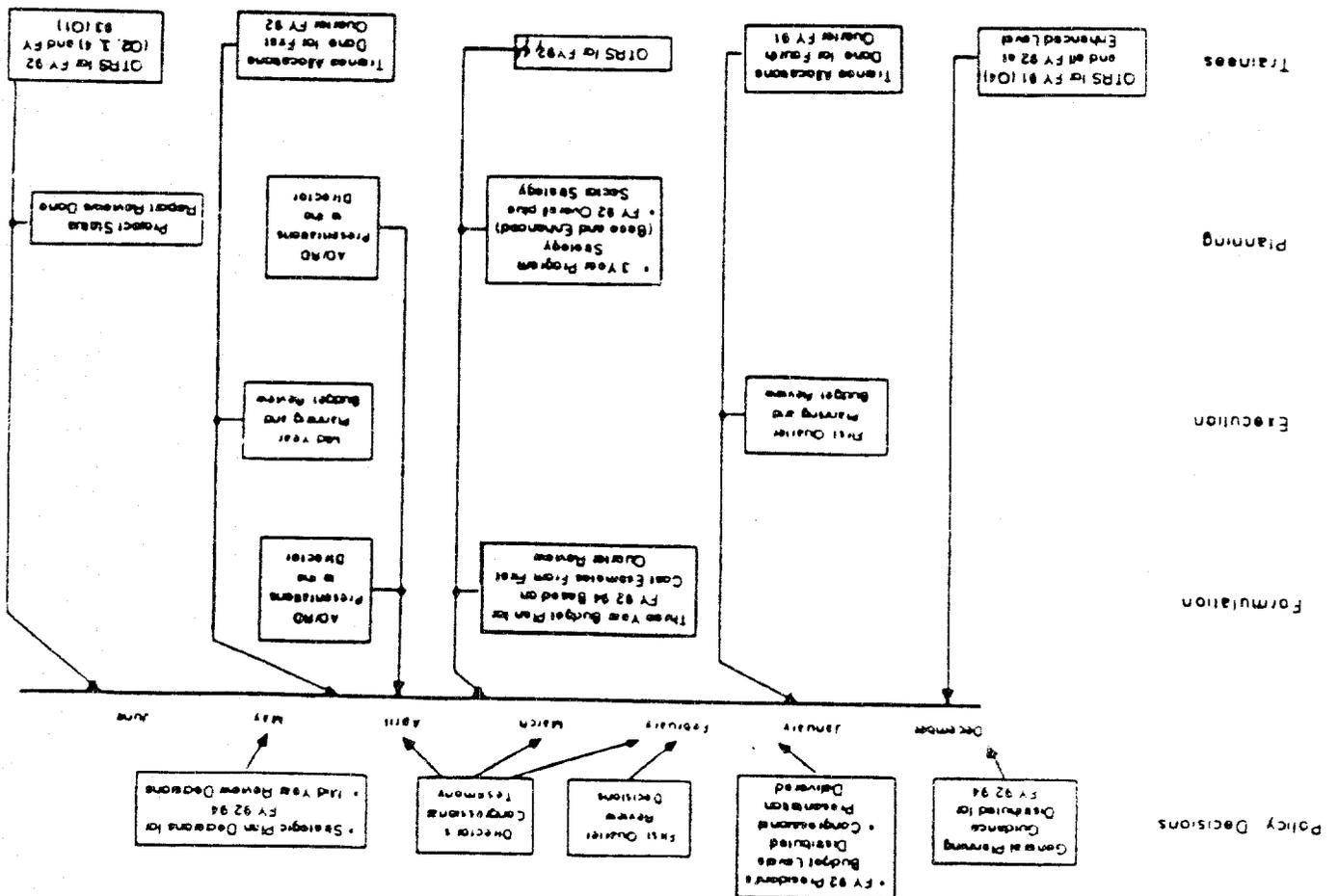
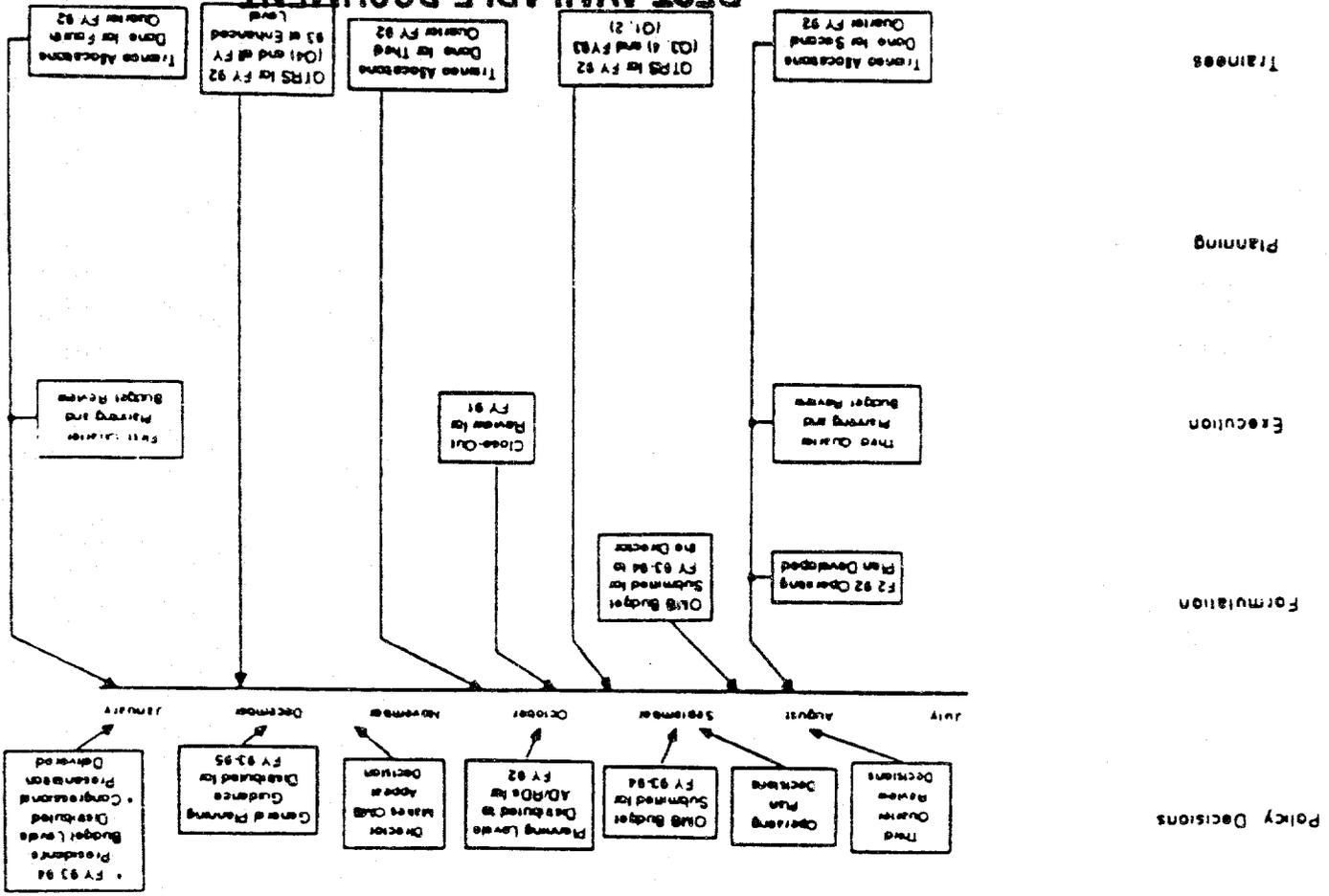
*Includes United Nations volunteers
**United Nations volunteers only

***Countries in development or temporarily suspended

APPENDIX B

Peace Corps IPBS Schedule and Calendar

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CALENDAR of IPBS Submissions

Who sends...	What...	Where..&	When:
Posts Area Offices Operating Offices Staff Offices	FY'91 Individual Goal Reports FY'91 Project Status Reviews FY'91 Individual Goal Reports	REGIONS DIVISIONS	2/15/92 2/15/92
Posts Area Offices Operating Offices Staff Offices Divisions OPBF	Stage I Stage I Stage I Stage I <u>Final Stage I DECISIONS</u>	REGIONS DIVISIONS OPBF DIRECTOR DIRECTOR	3/15/92 3/15/92 4/15/92 5/6/92 5/13/92
Posts Area Offices Operating Offices Staff Offices Divisions OPBF	Stage II Stage II Stage II Stage II <u>Final Stage II DECISIONS</u>	REGIONS DIVISIONS OPBF DIRECTOR DIRECTOR	7/30/92 7/30/92 9/3/92 9/25/92 10/1/92

FY 91 Schedule for Quarterly and IPBS Reviews

First Quarter Review due to Headquarters	Jan 15, 1991
First Quarter Review to OPBF	Feb 6, 1991
OPBF Recommendations to the Director	Feb 13, 1991
Final First Quarter decisions	Feb 20, 1991
Strategic Plan Submission(Stage I) to HQ	March 15, 1991
Second Quarter Review to Headquarters	April 15, 1991
Strategic Plan Submission to OPBF	April 15, 1991
Second Quarter Review to OPBF	May 6, 1991
OPBF Recommendations for Strategic Plans to Director	May 6, 1991
Final Decisions for Strategic Plans	May 13, 1991
Second Quarter Review Recommendations to Director	May 20, 1991
Final Decisions for Second Quarter Review	May 27, 1991
Third Quarter Review due to Headquarters	July 15, 1991
Third Quarter Review due to OPBF	July 30, 1991
Operating Plans(Stage II) due to Headquarters	July 30, 1991
Third Quarter Review Recommendations to Director	Aug 7, 1991
Final Decisions for Third Quarter Review	Aug 14, 1991

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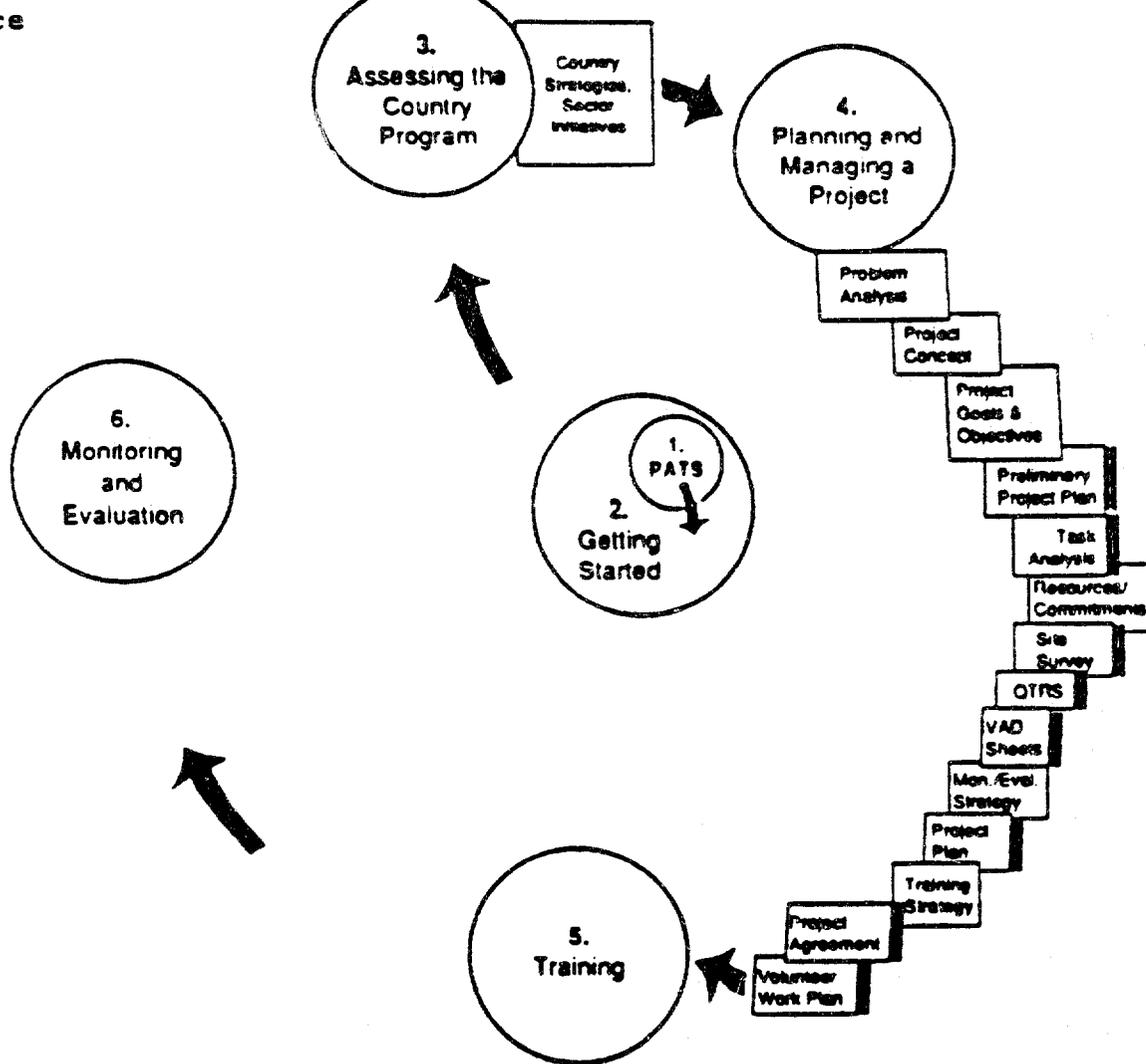
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Operating plans due to OPBF	Sept 3, 1991
Year End close out due to Headquarters	Sept 6, 1991
Year End close out due to OPBF	Sept 13, 1991
Final Year End close decisions	Sept 20, 1991
Recommendations for FY92 Operating Plan to Director	Sept 25, 1991
Final FY92 Decisions	Oct. 1, 1991

APPENDIX C

Peace Corps Planning and Managing a Project

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Summary of Project Criteria

Reflecting Peace Corps Development Philosophy and Host Country Need

1. Project increases local capacities.
2. Beneficiaries are among the needy.
3. Project seeks lasting solution.
4. Beneficiaries are part of the project development process.
5. Project uses locally available resources.
6. Volunteer assignments are at local levels where needs occur.
7. Volunteers do not displace qualified and available local workers.
8. Project is complementary to other development activities.
9. Project has potential for replication.

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Reflecting Resource Availability

1. Types and numbers of Volunteers required reflect available applicant pool.
2. Local Peace Corps operations have staff and resources to support project and Volunteers.
3. Host agencies have staff and resources to support project and Volunteers.
4. Volunteers are provided with the training and support necessary to complete their assignments effectively.

Elements of a Good VAD

I. Congruency of skill requirements with job description

In reading the job duties and responsibilities, it is apparent that the skills being requested are necessary in order to do the job.

II. Important information covered

A. Project history/background

1. a clear statement of the problem in terms of "basic human needs"
2. economic, political, geographic, or cultural factors that impact on project are mentioned
3. who the project is designed to help and how
4. when project established, number of Volunteers, involvement of other organizations or agencies, if applicable

B. Goals and objectives

1. clearly defined short- and long-term goals of project

C. Job description

1. who the Volunteer will be working with (ministries, other organizations, supervisor, co-workers, clients and client groups)
2. specific job duties and tasks (with statement that job may include specified tasks, but may not be limited to those mentioned)
3. parameters of job functions are listed with specific examples
4. equipment, resources, support services available
5. location of project, if applicable
6. working hours or typical day
7. possibility of secondary projects

D. Working/living conditions

1. appropriate dress (depending upon importance of issue)
2. food available – are there any difficulties for vegetarians
3. site specifics: local, size of town, types of housing available
4. transportation, if this is an issue
5. climate
6. cultural issues – privacy, perceptions of time, attitudes toward work, attitudes toward Americans/PCVs

Elements of a Good VAD (cont.)

E. Training

1. type, length, proficiency tests, content
2. successful completion required for becoming a Volunteer

F. Other issues

1. flexibility, commitment, sense of humor, etc.
2. frustrations, rewards, possible successes

III. *Readability*

A. Organized by major points

B. Vocabulary appropriate: PC and development jargon avoided, technical language appropriate for who is being asked to fill position

C. Type is easy to read

D. No typographical errors

PEACE CORPS VOLUNTEER ASSIGNMENT DESCRIPTION COVER

1 To be completed by in-country staff and submitted with VAD

- 1 Country Training Class Name: Country A/Summer '89
- 2 Training Class I.D. Number: 522-89-03 3 Assignment Number: 01
- 4 Assignment Area Number: 110 5 Project Code: 522-A2
- 6 Project Name/Assignment Title: Agriculture Ext./Hillside Farming
- 7 Trainees Requested: 10
- 8 COS Date: _____
- 9 Fill Restriction: No _____ Yes _____
(If yes, explain and list restriction in #11.)
- 10 Married Couples Accepted: No _____ Yes _____
(If yes, list restrictions, if no, explain in #11.)
11. Requirements/Restrictions (education and experience, list in order of preference; other skills, languages, marital restrictions, fill restrictions):

- BA/BS any discipline with a demonstrated interest in agriculture. OR
- Three years farm experience
- 4-H, FFA, or FHA experience strongly preferred

One unit of Spanish preferred.

Note: Female applicants should be aware that they will work in a non-traditional role and in a male-dominated environment, which may present additional obstacles to their cultural adjustment and performance.

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PEACE CORPS VOLUNTEER ASSIGNMENT DESCRIPTION COVER

To be completed by in-country staff and submitted with VAD

- 1 Country Training Class Name: Country B/Summer Omnibus
- 2 Training Class ID Number 651-90-01 3 Assignment Number 04
- 4 Assignment Area Number AA 170 5 Project Code: 651-A5
- 6 Project Name Assignment Title: Teacher Training and Curriculum Development/Science Advisor
- 7 Trainees Requested: 2
- 8 COS Date: 9-30-92
- 9 Fill Restriction: No Yes X
(If yes, explain and list restriction in #11.)
- 10 Married Couples Accepted: No Yes X
(If yes, list restrictions, if no, explain in #11.)
- 11 Requirements/Restrictions (education and experience, list in order of preference; other skills, languages, marital restrictions, fill restrictions):

170 Secondary Education Science Teacher

A. BA/BS Pre-School, Early Childhood, Elementary Education plus one or more years of teaching experience

or

B. BA/BS Pre-School, Early Childhood, Elementary Education

or

C. BA/BS any discipline with Elementary Education certification

or

D. BA/BS in Science with one or more years of teaching experience

Note: Restriction on #1 - Post cannot take "any discipline".)

PEACE CORPS VOLUNTEER ASSIGNMENT DESCRIPTION

Country Training Class Name Country B/Summer Omnibus

Training Class ID Number 651-90-01 Assignment Number 04

Project Name/Assignment Title Teacher Training and Basic Education Curriculum Development/Science Teacher Advisor

Staging Event Interloc II Dates July 6-8, 1990

Stateside Training n/a Dates n/a

Third-country Training n/a Dates n/a

In-country Training Interloc III Dates July 9 - October 9, 1990

Narrative Description — project background, objectives and duties, training, living conditions, medical facilities, cultural/economic/political environment, flexibility and commitment:

Project Background: There have been Volunteers involved in education, primarily as secondary TEFL since Peace Corps entered Country B in 1979. Approximately 50 Volunteers have served as TEFL teachers between 1979 and 1983 in rural secondary schools up to a peaceful, military coup in early 1984. Although TEFL teachers continued to serve in Country B until 1989, a growing concern on the part of the ministry of Education for primary education has come to the forefront.

In 1988, an Education Task Force evaluated the status of primary education and found that there was a 60 percent drop-out rate between Level I (U.S. equivalent to 1st grade) and Level VI (U.S. equivalent to 6th grade). The Task Force determined that upgrading the skills of uncertified primary school teachers and developing a new, basic education curriculum was the key to reducing this rate. In conjunction with the Institute of Education (the national teacher training college), the Ministry of Education has stated a need for 30 Peace Corps Volunteers over a five-year period to assist in training primary teachers on-site in their schools in updated, hands-on teaching techniques and in the development of local, basic education curriculum. This curriculum would upgrade agriculture, nutrition, and education themes relevant to community development and post-primary survival skills for students who would not go on to secondary school.

Objectives and Duties: The purpose of this project is to increase the number of trained primary school teachers through in-service workshops aimed at the development of a basic education primary curriculum and the use of experiential, hands-on teaching methodologies. Your objectives will be to work with a lead teacher from each of three schools to design, implement, and evaluate in-service workshops for teachers in the areas of curriculum development and teaching methodologies. Basically, your duties will include 1) motivating local teachers and principals in revising school curriculum and upgrading teachers' skills; 2) collaborating with lead teachers in designing, implementing and evaluating teacher training and curriculum development workshops; 3) devising follow-up strategies after workshops, and 4) coordinating all activities within the Integrated Agriculture, Nutrition and Education Program (IANEP) philosophy. You probably will teach three primary grade sections for a minimum of 20 hours a week.

PEACE CORPS VOLUNTEER ASSIGNMENT DESCRIPTION CONTINUATION

Page 2 of 3

Country Training Class Name Country B/Summer Omnibus

Project Name Assignment Title Teacher Training and Basic Education Curriculum Development/Science Teacher Advisor

The IANEP program is the umbrella program for three Peace Corps projects, one of which is this TT/CD project. The goal of IANEP is to approach development through integrated communication projects whereby agriculture, health, and education workers collaborate on community problems. As a TT/CD Volunteer within the IANEP, you will be assigned to three primary schools where both Peace Corps agriculture and nutrition Volunteers have been assigned to work with their counterparts, your counterpart, and you. It is hoped that all of you together can use each other as resources. For you, the agriculture and nutrition teams can provide vital information about the content of your curriculum while assisting in hands-on experiences students can have, such as school gardens, etc. One duty you will have is to introduce this concept of integrated development and to coordinate the use of your non-education resources.

Training: You will participate in a 2-day Interloc I staging event and a 12-week Interloc II PST program. Interloc is the name given to our entire training system which begins with your Interloc I information packets and ends at the Close of Service (COS) workshop just before your 2 years of service are up. At least twice in your two years, you will participate in an in-service workshop. Briefly, your staging, which is in Philadelphia, will be an orientation to Peace Corps with country-specific information being provided, more forms to be signed, and a few shots. Your PST will be held in Country B and begin the process of cross-cultural, language, technical, and health training. There will be a practice school and training in workshop designs.

Working/Living Conditions: The teaching sites will be located in the hills, as well as in the plains. The communities are agriculturally based small villages or market towns, predominantly Moslem with various castes and ethnic groups. Living conditions are simple and primitive. The houses are generally built of mud and stone with thatched roof. There is very little privacy. You will probably be posted in a village where there is little electricity or indoor running water, and bathroom facilities are minimal. Most Volunteers have latrines built near their residence. The staple diet is rice, lentils, potatoes, green vegetables, sometimes eggs and, more rarely, meat.

Housing will be provided by your school and will often be with a family. You may live alone in a small "apartment" (one or two room) and eat with your host family. Or you may live alone and choose to shop and cook for yourself. This can be rewarding, although it also can prove to be a very time-consuming task without the benefit of refrigeration and supermarkets. To a large extent your living situation will depend on the availability of resources within your village, such as vacant housing and presence of a close-by market. You will be based in the same village for both years, although about half of your time will be spent in visiting various feeder schools for follow-up visits with the teachers who have attended trainings. In some posts this can be done by bus, in most places it will require walking.

PEACE CORPS VOLUNTEER ASSIGNMENT DESCRIPTION CONTINUATION

Page 3 of 3

Country Training Class Name Country B Summer Omnibus

Project Name Assignment Title Teacher Training and Basic Education Curriculum Development/Science Teacher Advisor

Due to the structure of the job and the remoteness of these communities, you can expect to travel in less comfort than in America. In addition, even though Peace Corps/Country B attempts to cluster Volunteers within a day's walking distance of each other for mutual support, you will be in areas isolated from other Westerners and food may not always be plentiful. However, the fact that you will probably be one of three Westerners in the village has its advantages and satisfactions in increasing your opportunity to learn the local language and to accept and be accepted into the culture. Medical facilities are within a one-day bus ride.

Your personal flexibility and creativity and your commitment to Peace Corps service will be the basis for overcoming many of the problems which accompany adaptation to a Country B way of life, and will enrich your experience here. Country B is a poor yet proud country with centuries of cultural development that still reigns regardless of its western learnings. The paradox of a TV set in a house without running water is present. Your ability to maintain a perspective on the experience will be crucial to your success as a Volunteer in Country B.

APPENDIX D

Peace Corps VAD Requirements and Sample

BEST AVAILABLE DOCUMENT

Elements of a Good VAD

I. Congruency of skill requirements with job description

In reading the job duties and responsibilities, it is apparent that the skills being requested are necessary in order to do the job.

II. Important information covered

A. Project history/background

1. a clear statement of the problem in terms of "basic human needs"
2. economic, political, geographic, or cultural factors that impact on project are mentioned
3. who the project is designed to help and how
4. when project established, number of Volunteers, involvement of other organizations or agencies, if applicable

B. Goals and objectives

1. clearly defined short- and long-term goals of project

C. Job description

1. who the Volunteer will be working with (ministries, other organizations, supervisor, co-workers, clients and client groups)
2. specific job duties and tasks (with statement that job may include specified tasks, but may not be limited to those mentioned)
3. parameters of job functions are listed with specific examples
4. equipment, resources, support services available
5. location of project, if applicable
6. working hours or typical day
7. possibility of secondary projects

D. Working/living conditions

1. appropriate dress (depending upon importance of issue)
2. food available – are there any difficulties for vegetarians
3. site specifics: local, size of town, types of housing available
4. transportation, if this is an issue
5. climate
6. cultural issues – privacy, perceptions of time, attitudes toward work, attitudes toward Americans/PCVs

Elements of a Good VAD (cont.)

E. Training

1. type, length, proficiency tests, content
2. successful completion required for becoming a Volunteer

F. Other issues

1. flexibility, commitment, sense of humor, etc.
2. frustrations, rewards, possible successes

III. Readability

A. Organized by major points

B. Vocabulary appropriate: PC and development jargon avoided, technical language appropriate for who is being asked to fill position

C. Type is easy to read

D. No typographical errors

PEACE CORPS VOLUNTEER ASSIGNMENT DESCRIPTION COVER

To be completed by in-country staff and submitted with VAD.

- 1. Country/Training Class Name: Country A/Summer '89
- 2. Training Class I.D. Number: 522-89-03 3. Assignment Number: 01
- 4. Assignment Area Number: 110 5. Project Code: 522-A2
- 6. Project Name/Assignment Title: Agriculture Ext./Hillside Farming
- 7. Trainees Requested: 10
- 8. COS Date: _____
- 9. Fill Restriction: No _____ Yes _____
(If yes, explain and list restriction in #11.)
- 10. Married Couples Accepted: No _____ Yes _____
(If yes, list restrictions, if no, explain in #11.)
- 11. Requirements/Restrictions (education and experience, list in order of preference; other skills, languages, marital restrictions, fill restrictions):

- BA/BS any discipline with a demonstrated interest in agriculture OR
- Three years farm experience
- 4-H, FFA, or FHA experience strongly preferred

One unit of Spanish preferred.

Note: Female applicants should be aware that they will work in a non-traditional role and in a male-dominated environment, which may present additional obstacles to their cultural adjustment and performance.

Country Training Class Name: Country A/Summer '89

Training Class ID Number 522-89-03 Assignment Number: 110

Project Name/Assignment Title: Agriculture Ext./Hillside Farming

Staging Event: PDO Dates: _____

Stateside Training: _____ Dates: _____

Third-country Training: _____ Dates: _____

In-country Training: _____ Dates: _____

Problem: Small, traditional farmers often experience serious land productivity constraints. Corn, red beans and, in some parts of the country, sorghum and rice are their principal crops, which are usually produced on hillside land. Lack of technical know-how, inaccessibility to inputs and markets, and unfavorable weather conditions constrain efficient land use and, therefore, increased income. These impediments have locked small farmers into a subsistence situation from which they cannot escape without considerable help. As a consequence, they lack the necessary purchasing power to stimulate the development of other sectors of the economy.

Your Assignment: As a crop extensionist, you may be involved in the following extension activities: a) teaching rural farmers soil conservation practices such as contouring, terracing, and ditching to eliminate runoff water; b) training small farmers in proper identification and control of insects and disease that affect crops, such as sampling methods, pesticide selection, and methods of integrated control; c) setting up demonstration plots to show improved agricultural practices, such as minimum tillage, fertilization and planting systems; d) teaching farmers methods used to avoid post-harvest losses of grains or vegetables; e) teaching farmers to calculate production costs and keep records; f) developing educational materials for teaching general agricultural practices; g) organizing small farmer cooperatives; h) promoting the cultivation of non-traditional crops, especially vegetables; and i) promoting the cultivation of mixed gardens.

Working Conditions: Since the illiteracy rate in rural areas is as high as 80 percent, you will need a great deal of initiative and patience to develop and use appropriate methods to train people. Sometimes, the campesinos' limitations will, to a large extent, reflect your own. You must cope with scarcity of funds, as well as lack of needed materials and credit to carry out the practices you suggest. The traditions that the campesinos have known for years are also an important consideration. You will sometimes feel frustrated and believe that they do not want to change or learn. However, with hard work, time, and patience, you will see that your efforts are highly compensated and that your experience of working with them is a rewarding one. You will probably be assigned to one of the agencies of the Ministry of Agriculture, however, you may receive little support and direction from the staff, and sometimes you will feel that you are working alone. Thus, we are looking for individuals with motivation, initiative, self-confidence, and overall enthusiasm. Peace Corps service requires a commitment that transcends the assignment described above. Even though your project addresses a specific development goal, the details of the assignment may change before you arrive and even during your period of service. In the context of a developing society, change is inevitable and flexibility a must.

Country Training Class Name Country A/Summer '89Project Name Assignment Title: Agriculture Ext./Hillside Farming

Living Conditions: There will be little structured entertainment in your site. Participation in community activities such as fiestas, work projects and sports, will provide valuable social interchange. Because you will be seen as a leader in your community, your activities will be observed and evaluated according to local standards. Houses will usually have two or three rooms, a latrine, and may or may not have running water and/or electricity. You will be able to prepare your meals at home or eat with a local family. Altitude of sites ranges from sea level to 4000 feet above sea level, with a temperature of 55° F to 95° F. The rainy season lasts from May to October, and the dry season from November to April. The rainfall is heavy, so you should bring good rain gear. The distance between Tegucigalpa and your site will vary from 5 to 12 hours by bus. Although clothing in the field is casual, your appearance is important, and you should always dress conservatively when visiting agencies, (shirt, slacks, dress or skirt, clean shoes, for example).

Training: During training, you will begin the process of learning how to live and work effectively. You will study Spanish in small classes for several hours a day. Living with a family will give you a chance to practice your Spanish and become acquainted with local habits and customs. In addition, you will learn about geography, politics and history. As a generalist, your technical training will be a challenge. It covers soil conservation techniques, extension methodology, the basics of pest management, fertilization methods and other cultural practices that you need to know in order to perform well as a crop extensionist in Country A. We strongly suggest and urge that before you leave the United States, you get a head start in your study of Spanish. The more Spanish you know the easier your training and cultural adaptation will be.

Peace Corps Service: Peace Corps is not for everyone. More than a mere job, it requires greater dedication and commitment to serve than do most other assignments. It is for confident, self-starting, concerned individuals who are interested in assisting the world's poor and increasing human understanding across cultural barriers. The key to satisfying work as a Peace Corps Volunteer is the ability to establish successful human relations at all levels, which will require patience, sensitivity, and a positive attitude. The romance and excitement of working in a developing country wear off quickly. Homesickness, the need to adapt culturally, and the lack of amenities usually taken for granted in the United States, will discourage those who join without have the required commitment. If you have the personal qualities needed to accept the challenge described above and can demonstrate them in two years of service to Country A, you will have a rewarding, enriching experience, while at the same time making a much needed contribution to rural people. For further information, please, feel free to call the Country Desk Officer for Country A. The number is 1-800-000-0000, extension 271.

Country Training Class Name: Country B/Summer OmnibusProject Name Assignment Title: Teacher Training and Basic Education Curriculum Development/Science Teacher Advisor

The IANEP program is the umbrella program for three Peace Corps projects, one of which is this TT/CD project. The goal of IANEP is to approach development through integrated communication projects whereby agriculture, health, and education workers collaborate on community problems. As a TT/CD Volunteer within the IANEP, you will be assigned to three primary schools where both Peace Corps agriculture and nutrition Volunteers have been assigned to work with their counterparts, your counterpart, and you. It is hoped that all of you together can use each other as resources. For you, the agriculture and nutrition teams can provide vital information about the content of your curriculum while assisting in hands-on experiences students can have, such as school gardens, etc. One duty you will have is to introduce this concept of integrated development and to coordinate the use of your non-education resources.

Training: You will participate in a 2-day Interloc I staging event and a 12-week Interloc II PST program. Interloc is the name given to our entire training system which begins with your Interloc I information packets and ends at the Close of Service (COS) workshop just before your 2 years of service are up. At least twice in your two years, you will participate in an in-service workshop. Briefly, your staging, which is in Philadelphia, will be an orientation to Peace Corps with country-specific information being provided, more forms to be signed, and a few shots. Your PST will be held in Country B and begin the process of cross-cultural, language, technical, and health training. There will be a practice school and training in workshop designs.

Working/Living Conditions: The teaching sites will be located in the hills, as well as in the plains. The communities are agriculturally based small villages or market towns, predominantly Moslem with various castes and ethnic groups. Living conditions are simple and primitive. The houses are generally built of mud and stone with thatched roof. There is very little privacy. You will probably be posted in a village where there is little electricity or indoor running water, and bathroom facilities are minimal. Most Volunteers have latrines built near their residence. The staple diet is rice, lentils, potatoes, green vegetables, sometimes eggs and, more rarely, meat.

Housing will be provided by your school and will often be with a family. You may live alone in a small "apartment" (one or two room) and eat with your host family. Or you may live alone and choose to shop and cook for yourself. This can be rewarding, although it also can prove to be a very time-consuming task without the benefit of refrigeration and supermarkets. To a large extent your living situation will depend on the availability of resources within your village, such as vacant housing and presence of a close-by market. You will be based in the same village for both years, although about half of your time will be spent in visiting various feeder schools for follow-up visits with the teachers who have attended trainings. In some posts this can be done by bus; in most places it will require walking.

PEACE CORPS VOLUNTEER ASSIGNMENT DESCRIPTION CONTINUATION

Page 3 of 3

Country Training Class Name: Country B/Summer Omnibus
Assignment Title: Teacher Training and Basic Education Curriculum Development/Science Teacher Advisor

Due to the structure of the job and the remoteness of these communities, you can expect to travel in less comfort than in America. In addition, even though Peace Corps/Country B attempts to cluster Volunteers within a day's walking distance of each other for mutual support, you will be in areas isolated from other Westerners and food may not always be plentiful. However, the fact that you will probably be one of three Westerners in the village has its advantages and satisfactions in increasing your opportunity to learn the local language and to accept and be accepted into the culture. Medical facilities are within a one-day bus ride.

Your personal flexibility and creativity and your commitment to Peace Corps service will be the basis for overcoming many of the problems which accompany adaptation to a Country B way of life, and will enrich your experience here. Country B is a poor yet proud country with centuries of cultural development that still reigns regardless of its western learnings. The paradox of a TV set in a house without running water is present. Your ability to maintain a perspective on the experience will be crucial to your success as a Volunteer in Country B.

BEST AVAILABLE DOCUMENT

PEACE CORPS VOLUNTEER ASSIGNMENT DESCRIPTION COVER

1 To be completed by in-country staff and submitted with VAD.

1. Country/Training Class Name: Country B/Summer Omnibus
2. Training Class ID Number: 651-90-01 3. Assignment Number: 04
4. Assignment Area Number: AA 170 5. Project Code: 651-A5
6. Project Name/Assignment Title: Teacher Training and Curriculum Development/Science A
7. Trainees Requested: 2
8. COS Date: 9-30-92
9. Fill Restriction: No Yes X
(If yes, explain and list restriction in #11.)
10. Married Couples Accepted: No Yes X
(If yes, list restrictions, if no, explain in #11.)
11. Requirements/Restrictions (education and experience, list in order of preference: other skills, languages, marital restrictions, fill restrictions):

170 Secondary Education Science Teacher

A. BA/BS Pre-School, Early Childhood, Elementary Education plus one or more years of teaching experience

or

B. BA/BS Pre-School, Early Childhood, Elementary Education

or

C. BA/BS any discipline with Elementary Education certification

or

D. BA/BS in Science with one or more years of teaching experience

Note: Restriction on #1 - Post cannot take "any discipline".)

BEST AVAILABLE DOCUMENT

Training Class Name: Country B/Summer Omnibus
Class ID Number - 651-90-01 Assignment Number: 04
Name/Assignment Title: Teacher Training and Basic Education Curriculum Development/Science Teacher Advisor
Event: Interloc II Dates: July 6-8, 1990
Country Training: n/a Dates: n/a
Country Training: n/a Dates: n/a
Country Training: Interloc III Dates: July 9 - October 9, 1990

Description — project background, objectives and duties; training, living conditions, medical, cultural/economic/political environment, flexibility and commitment:

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Project Background: There have been Volunteers involved in education, primarily as secondary TEFL since Peace Corps entered Country B in 1979. Approximately 50 Volunteers have served as TEFL teachers between 1979 and 1983 at rural secondary schools up to a peaceful, military coup in early 1984. Although TEFL teachers continued to serve in Country B until 1989, a growing concern on the part of the Ministry of Education for primary education has moved to the forefront.

In 1988, an Education Task Force evaluated the status of primary education and found that there was a 60 percent drop-out rate between Level I (U.S. equivalent to 1st grade) and Level VI (U.S. equivalent to 6th grade). The Task Force determined that upgrading the skills of uncertified primary school teachers and developing a new, basic education curriculum was the key to reducing this rate. In conjunction with the Institute of Education (the national teacher training college), the Ministry of Education has stated a goal for 30 Peace Corps Volunteers over a five-year period to assist in training primary teachers on-site in their schools in updated, hands-on teaching techniques and in the development of local, basic education curriculum. This curriculum would upgrade agriculture, nutrition, and sanitation themes relevant to community development and post-primary survival skills for students who would not go on to secondary school.

Objectives and Duties: The purpose of this project is to increase the number of trained primary school teachers through in-service workshops aimed at the development of a basic education primary curriculum and the use of experiential, hands-on teaching methodologies. Your objectives will be to work with a lead teacher from each of three schools to design, implement, and evaluate in-service workshops for teachers in the areas of curriculum development and teaching methodologies. Basically, your duties will include 1) motivating local teachers and principals in revising school curriculum and upgrading teachers' skills; 2) collaborating with lead teachers in designing, implementing and evaluating teacher training and curriculum development workshops; 3) devising follow-up strategies after workshops, and 4) coordinating all activities within the Integrated Agriculture, Nutrition and Sanitation Program (IANEP) philosophy. You probably will teach three primary school sections for a minimum of 20 hours a week.

APPENDIX E

Peace Corps Preliminary Project Plan Summary Sheet

BEST AVAILABLE DOCUMENT

Preliminary Project Plan Summary Sheet

1. Country/Project Name

2. Project Problem Statement (Description/Scope/Causes/Consequences)

3. Project Purpose

4. Project Goal

Preliminary Project Plan Summary Sheet (cont.)

9. Critical Resource Needs/Sources

10. Volunteer/Trainee Strength

A. FY 19___: On-Board 9/30/___ Vs ___ Ts

B. Trainee Requests: _____

Actual		Projected			
FY 19 ___					

11. Assignment Area And Skill Clusters Proposed for Volunteers

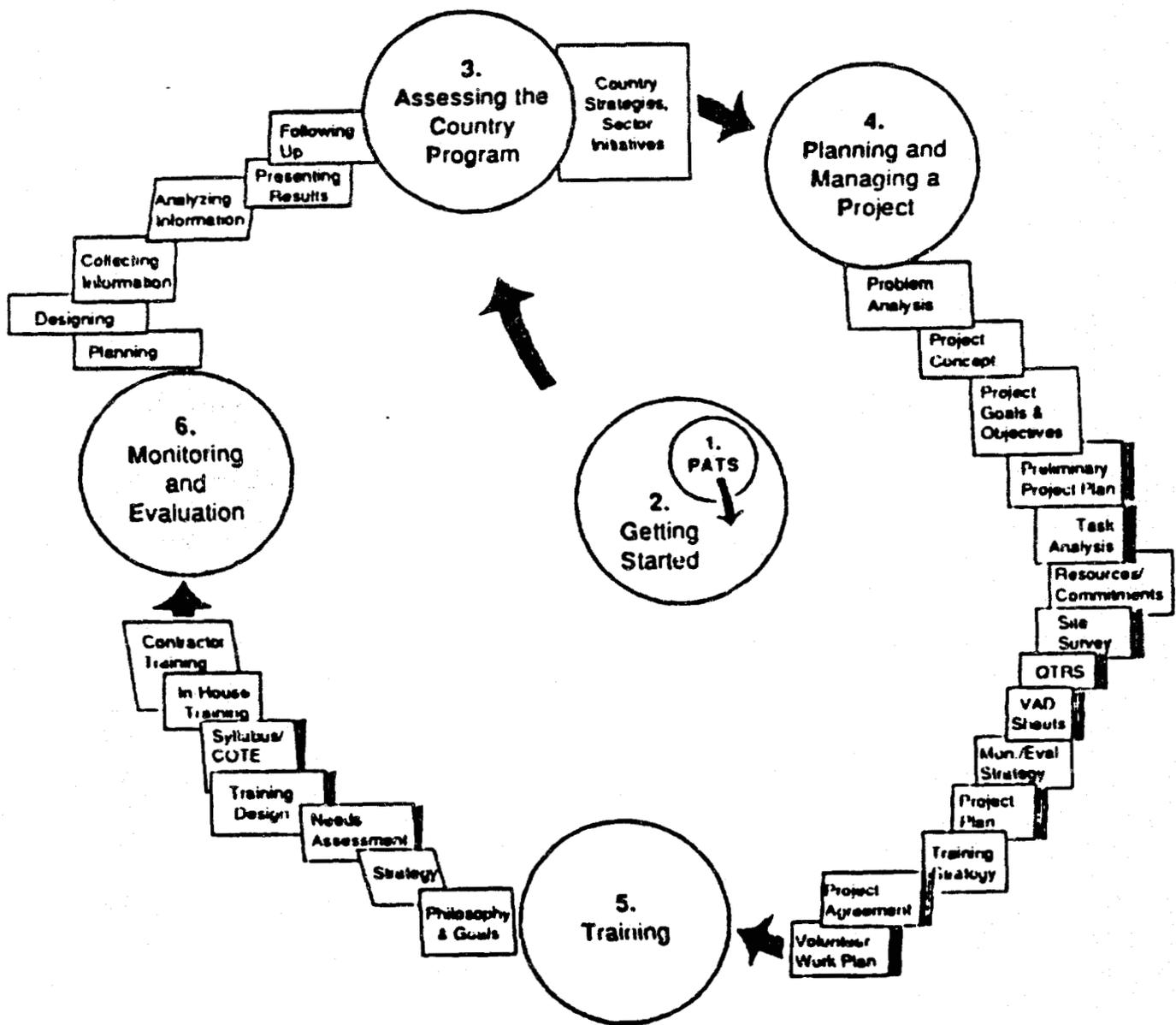
12. Preliminary Training Needs

13. Specific Feedback Requested (include *from whom* and *by when*)

APPENDIX F

Peace Corps Monitoring and Evaluation

BEST AVAILABLE DOCUMENT



Key points

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- ◆ Monitoring and periodic evaluations are two ways to evaluate the effectiveness of Peace Corps activities.
- ◆ There are four types of activities which Peace Corps evaluates: organizational development, Volunteer satisfaction, projects and country programs, and training.
- ◆ The six steps to evaluation include: planning a monitoring system, designing a monitoring system, collecting information, analyzing information, presenting results, and following up for action.
- ◆ Using the Checklist for an Effective Monitoring System and the Evaluation Work Sheet are two ways to facilitate the development of your monitoring and evaluation efforts.

Evaluation Work Sheet

Step One: Planning the monitoring and evaluation system

- A. What are the project issues which must be addressed in the monitoring and evaluation system?

- B. Who are the project stakeholders?

- C. How much time will the people involved need to commit to monitoring activities?

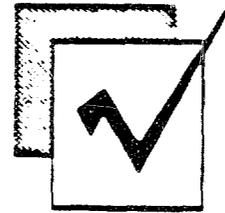
- D. How will the monitoring and evaluation information be used?

- E. What resources are available for monitoring and evaluation?

- F. What type of evaluation will be used (monitoring only - annual summative staff retreat; monitoring and periodic general evaluation held; monitoring and periodic special evaluations held; periodic evaluations only)

- G. What are the Peace Corps country program strategies to which this project applies?

Checklist for an Effective Monitoring System



1. The goals of the project are well-defined.
2. Monitoring begins with a few simple indicators; other indicators may be added later.
3. Stakeholders, including community members, are included in the design, collection, and interpretation of information.
4. Information is collected through routine reports rather than costly and disruptive "studies."
5. Outside evaluators and periodic evaluations are used only when special problems occur or are required by donors.
6. The entire monitoring system, from data collection through analysis and report writing, is planned when the project is planned.
7. While many people are involved, one staff person is ultimately responsible for evaluation.
8. The monitoring system is based both on quantitative information expressed in numbers and on qualitative information gathered from interviews or focus groups.
9. Any statistics used are simple and understandable to people who have little experience with statistics.
10. An annual evaluation report summarizes activities including project inputs, outputs, impact, and management issues.
11. Stakeholders participate in a retreat or workshop to discuss the findings and plan for the next year.
12. There is a clear plan for putting all recommendations into action.
13. The monitoring system is simple and all staff understand and use the information as part of their monthly plans.
14. The results are fed back into the country programming cycle.
15. All research methods require cultural and political sensitivity; care should be taken to ensure that appropriate perceptions are part of the result.

Step Four: Analyzing information

- A. What types of quantitative information will be collected? What statistics will be used for analysis?

Information

Statistics

- B. What types of qualitative information will be collected through such activities as interviews or observation?

- C. Are you using a coding system for the qualitative analysis? Describe briefly.

- D. What are the plans for staff retreats (as part of the evaluation system)?

- E. What are the plans for visual displays of project progress in the office or community?

- F. What individuals or groups are involved in formulating evaluation conclusions?

Step Five: Presenting results

- A. What are your plans for sharing the results of the monitoring system as the information is being gathered?
- B. How are project participants being included in the evaluation process?
- C. What will be included in the final report? Consider the following items as you complete each final report.
- Report has an Executive Summary of less than three pages.
 - Introduction section is less than four pages and focuses only on the information needed to understand the report.
 - Methodology section is clear about how information was collected and honest about any shortcomings.
 - Findings section gives the facts without interpretation.
 - Conclusions section reviews all the findings and identifies trends, inputs, outputs, impact, and management issues.
 - Recommendations are clear and suggest a time and indicate who is responsible for the suggested change.
 - All acronyms are written out the first time they are used; there is a list of acronyms if many are used.
 - Technical terms are kept to a minimum and defined when used.
 - Body of the report is less than 20 pages long.
 - Appendices are mentioned in the text.
 - Charts, graphs, and other visuals are mentioned in the text.
 - Report is lively and interesting, uses photographs or drawings to make it more readable.
 - Report includes quotes from interviews or other qualitative methods.
 - Costs of reproduction are budgeted.
- D. What is your plan for distributing the report? How many copies will be needed (including some for the file); to whom will they be sent; and what response, if any, do you expect from them?

Suggested Indicators and How to Gather Information on Each

<i>Sector</i>	<i>Indicators</i>	<i>Data Collection Method</i>
<i>Micro Enterprise Small Business Development</i>	profitability of business improved management improved product quality improved source of credit less dependence on project	profit and loss statements interviews interviews cash flow statements business records; interviews
<i>Community Economic Development</i>	increased income for community increased employment availability of goods & services consumer benefits links between businesses	focus groups; survey demand analysis; interviews demand analysis; market study market study; price study focus groups; demand analysis
<i>Social or Community Development</i>	change in attitudes new opportunities better group cohesion poor more involved better conditions for women	interviews; observation observation; interviews observation; focus groups observation; focus groups diaries; time use studies
<i>Project Management</i>	effectiveness of tech. assist. cost effectiveness human qualities sustainability of project staff effectiveness	observation; impact information cost-benefit analysis interviews; group discussion financial statement; interviews interviews; focus groups
<i>Health and Nutrition</i>	visitors to clinic incidence of malnutrition morbidity rates awareness of prevention improved diet	clinic records weight for age charts clinic rates focus groups; interviews observation; dietary records
<i>Agriculture</i>	crop yields per acre number of farmers in project new crops/varieties effectiveness of education increased income	farm records; interviews project records farmer records focus groups; interviews farmer records; interviews
<i>Forestry</i>	acres planted/# of seedlings effectiveness of education increased income new varieties price of fuelwood	survey; project records focus groups; interviews farmer records; interviews farmer and project records market study
<i>Education</i>	number of students reached materials developed parent satisfaction effectiveness community interest	school records project records interviews; focus groups student records; interviews focus groups; PTA minutes

APPENDIX G

Peace Corps Volunteer Skills and Criteria for Selection

NEW SKILL CLUSTER

100 Forestry

- A. Three years work experience in forestry or nursery work.
OR
- B. BS/AS Forestry or Watershed Management.
OR
- C. BS/AS Natural Resources, Environmental Science, or Ecology.
OR
- D. BS Biology, Botany, Ornamental Horticulture or Geology with a minimum of 6 months growing experience or field work (nursery, greenhouse, gardening, farming).
OR
- E. BA/BS any discipline with 15 semester/22 quarter hours in one of the above subjects with a minimum of 6 months growing experience or field work (nursery, greenhouse, gardening, farming).

101 Fisheries-Fresh Water

- A. BS Fisheries or any Biological science.
OR
- B. BA/BS any discipline with a minimum of 8 semester hours or 9 quarter hours of biology and/or chemistry.

102 Marine Community Fisheries

- A. Six months commercial fishing.
OR
- B. BA/BS Fisheries or any biological science.
OR
- C. BA/BS any discipline with a minimum of 8 semester or 9 quarter hours in biology and/or chemistry.

103 Parks and Wildlife

- A. Three years work experience in Park Planning/Administration, Resource Management, or Wildlife Management.
OR
- B. BS Wildlife Biology or Wildlife Management.
OR
- C. BA/BS Resource Management, Recreation/Park Administration or Landscape Architecture.*
OR
- D. BA/BS any discipline with 15 sem., 22 quarter hours in any one of the above subjects with a minimum of 6 months related work experience.

*BA/BS Landscape Architecture must include park planning courses (15 sem/22 qtr hrs in in park pl.)

104 Environmental Education/
Awareness

- A. Three years work experience in environmental education, environmental interpretation or resource management.
OR
- B. BA/BS Environmental Education.
OR
- C. BA/BS Environmental Science Environmental Studies, Environmental Interpretation, Natural Resources, Ecology or Conservation.
OR
- D. BA/BS any discipline with 15 sem/22 qtr hrs in any one of the above subjects AND a demonstrated ability in planning, organizing, counseling or leadership within the past four years.
OR

(continues on next page)

- E. BA/BS any discipline with a demonstrated interest in environmental education/awareness AND a demonstrated ability in planning, organizing, counseling or leadership within the past four years.

107 Community Forestry Extension

- A. Demonstrated ability in planning, counseling or leadership within the past four years, and a minimum of 5 seasons practical growing experience (nursery, greenhouse, farming, gardening)
OR
- B. BA/BS any discipline with a minimum of 8 sem or 9 qtr hours in biology, botany, natural resources, ornamental horticulture, environmental education, parks and recreation, agronomy, forestry or geology.
OR
- C. BA/BS any discipline with demonstrated ability in planning, organizing, counseling or leadership in the past 4 years AND with 6 months experience in farming, gardening, nursery work tree planting, tree care, or or urban forestry

110 Crop Extension

- A. BS/AS Agronomy, Horticulture or other agricultural discipline.
OR
- B. Three years full-time farm experience.
OR
- C. BA/BS any discipline with 18 months full-time farm experience.

111 Plant Protection

- A. BS Entomology or Plant Pathology.
OR
- B. BS Botany or Biology with demonstrated interest in agriculture, plant pathology or entomology.
OR
- C. BA/BS any discipline with 15 sem./22 quarter hours in entomology or plant pathology.

112 Soil Science

- A. BS Soil Science or Soil Conservation.
OR
- B. BA/BS Geology or Ecology with a demonstrated interest in soil survey, land classification, soil testing, soil conservation or soil chemistry.
OR
- C. BA/BS any science or agricultural discipline with a demonstrated interest in soil survey, land classification, soil testing, soil conservation or soil chemistry.

113 Agriculture Education

- A. BS Agriculture Education
OR
- B. BA/BS any ed. discipline with 2 years farm experience.
OR
- C. BS any agriculture discipline with an expressed interest in teaching.
OR
- (continues on next page)

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- D. BA/BS any discipline with two years farm experience and expressed interest in teaching.
- E. BA/BS any discipline with a minimum of 15 sem./22 qtr. hours in agriculture-related courses and with an expressed interest in teaching.
- F. BS Biology or General Science with an expressed interest in teaching agriculture.

114 Ag. Econ./Farm Management

- A. BA/BS Ag. Economics.
OR
- B. Four years work experience in ag. economics.
OR
- C. BA/BS Economics with a demonstrated interest in agriculture (3 to 5 months actual work experience on a farm or 8 semester/12 qtr. hours in ag. econ. or ag. resource management course-work.) Backyard gardening does not qualify as demonstrated interest.
OR
- D. BA/BS in any business or marketing discipline with 3 consecutive years experience in farm management.

115 Small-Animal Husbandry

- A. BS/AS Animal Husbandry, Animal Science or Poultry Science.
OR
- B. Three years farm experience working with small animals.
OR
- C. BA/BS any discipline with 18 months farm experience working with small animals.

116 Large-Animal Husbandry

- A. BS/AS Animal Husbandry, Animal Science or Dairy Science.
OR
- B. Three years farm experience with beef or dairy.
OR
- C. BA/BS any discipline with 18 months farm experience in beef or dairy.

117 Community Agriculture Extension

Demonstrated ability in planning, organizing, counseling, or leadership within the past four years.

AND

- A. BA/BS any discipline with a minimum of 3 months exp. in vegetable gardening.
OR
- B. Six months experience in farm-related activities, vegetable gardening, 4-H, FFA or FHA.

118 Farm Mechanics

- A. Two years work experience in diesel mechanics with an expressed interest in farm maintenance and repair.
OR
- B. BS/AS Ag. Mechanics or Ag. Engineering.
OR
- C. Three years work experience as an auto mechanic with a demonstrated interest in farm equipment maintenance and repair
OR
- D. BA/BS any discipline with a minor (15 sem. hrs./22 quarter hours) in ag. mechanics or ag. engineering with a demonstrated interest in farm equipment maintenance and repair.

119. Apiculture

- A. Two years beekeeping experience.
OR
- B. AS Beekeeping
OR
- C. BA/BS Biology with an expressed interest in beekeeping.
OR
- D. BA/BS any discipline with a minimum of 8 sem hrs or 9 qtr hrs in biology and with an expressed interest in beekeeping.
OR
- E. BA/BS any discipline with an expressed interest in beekeeping and 6 months experience in gardening or farming.

120 Industrial Arts

- A. BA/BS Industrial Arts or Vocational Education.
OR
- B. AA/AS Industrial Arts or Vocational Education with one year's related work experience.
- C. Technical diploma or certificate in Industrial Arts or Vocational Ed. with 2 years' work experience.
OR
- D. Three years work experience in cabinet making, machinists, plumbing, carpentry, electricity, welding or metal working.

121 Vocational Trainer

- A. 1 1/2 years work exp. in cabinet making, carpentry, electricity, welding, metal working or plumbing.
OR
- B. BA/BS any discipline with 6 months work experience in cabinet making, metal-working, carpentry, electricity, welding or plumbing.

122 General Construction

- A. Two years work experience in general construction masonry, carpentry or plumbing.
OR
- B. BA/BS any discipline with 6 months (two summers) work experience in general construction, masonry, carpentry or plumbing.

123 Mechanics

- A. AA/AS/Technical Degree in auto or diesel mechanics.
OR
- B. Two years work experience in auto mechanics.

124 Public Health/Sanitation

*Demonstrated ability in planning organizing, counseling or leadership within the past four years.

AND

- A. One year work experience in construction, masonry, carpentry or plumbing.
OR
- B. BA/BS any discipline with demonstrated interest in construction, masonry, carpentry or plumbing.

130 Road Construction and Structural Engineering

- A. Three years work experience designing and building roads or structures.
OR
- B. BA/BS any discipline with one year work experience designing and building roads/structures.
OR
- C. AA/AS Civil Structural Engineering with one year experience in general construction or masonry.
OR
- D. BA/BS Civil or Structural Engineering.

131 Water and Sanitation Engineering

- A. AA/AS Civil, Structural, or Environmental Engineer Technician with two years experience in designing and building water/sanitation systems.
OR
- B. BA/BS Civil, Structural, Sanitary, Environmental or Mechanical Engineering.
OR
- C. BA/BS Geology and expressed interest in designing and building water/sanitation systems.

132 Appropriate Technology

*Demonstrated ability in planning, organizing counseling or leadership within the past 4 years AND a demonstrated interest in working with one's hands. This can include crafts, household repairs, mechanical repairs (bicycle, car, sewing machine, etc.) or building (making a bookcase to heavy construction)

AND EITHER

- A. BA/BS Any discipline.
OR
- B. No degree with four years steady employment or household management experience.

133 Architecture

BA/BS Architecture

134 Urban Planning

BA/BS Urban /Regional Planning.

140 Business Management

- A. Five years experience as the manager of a business.
OR
- B. AA any business discipline (Not including Economics) with two years experience as above.
OR
- C. BA/BS any business discipline (not including Economics).

141 Cooperatives

- A. Four years work experience (coops, credit unions, small business or bookkeeping)
OR
- B. Two years of college with two years work experience as above.

OR

- C. BA/BS any discipline with one year work experience as above.
OR
- D. BA/BS any business or economic discipline.

142 Accounting

- A. Three years work experience in accounting
OR
- B. Certified Public Accountant
OR
- C. BA any business or economic discipline with one year work experience in accounting.
OR
- D. AA Accounting with two year work experience in accounting.
OR
- E. BA/BS Accounting.

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150 Nursing

- A. BSRN.
OR
- B. Three Year diploma RN.
OR
- C. AARN.

151 Physical Therapy

- A. Registered Physical Therapist.
OR
- B. BS Physical Therapy.

152 Occupational Therapy

- A. Registered Occupational Therapist.
OR
- B. BS Occupational Therapy.

153 Medical Technology

- A. Registered Medical Technologist.
OR
- B. BS Medical Technology.
OR
- C. Registered Med. Lab. Technician.
OR
- D. AS Medical Lab. Technician with two years work exp.

154 Health/Nutrition Degree

- A. BA/BS in Nutrition, Health or Home Economics discipline with an expressed interest in health or nutrition.

155 Health Nutrition Extension

- A. BA/BS in any field with a demonstrated interest in health such as a Red Cross, EMT, CPR certificate (s), hospital or clinic experience, Planned Parenthood Counselling, lab. tech. experience, etc.
OR

- B. LPN/LVN with two years post-license experience.

156 Disease Control

- A. BA/BS in any biological science or chemistry and an expressed interest in health /disease control.

160 Home Economics

- A. BA/BS in Home Economics or Human Ecology with the ability to teach traditional home economics coursework.

161 Home Economics/Extension

- A. BA/BS any discipline with demonstrated interest in cooking, sewing, other home economics related areas and an expressed interest in teaching these skills. These skills must be documented in the application.
OR
- B. No degree but has raised a family. Must have sewing, cooking and other home-making skills and an expressed interest in teaching such skills.

162 Community Services

- A. BA/BS in Social Work, Social Services or Community Development.
OR
- B. BA/BS in any field with a demonstrated ability in planning, organizing, counselling, or leadership within the past four years.

**163 Community Services/
Non-Degreed**

Drop it...officially.

170 Primary Education Teacher Training.

- A. BA/BS Pre-school, Early Childhood, Elementary Ed. plus 1 or more years of teaching experience.
OR
- B. BA/BS Pre-school, Early Childhood, Elementary Ed.
OR
- C. BA/BS any discipline with Elementary Education certification.
OR
- D. BA/BS any discipline with 1 or more years of teaching experience at the early childhood or elementary level.

171 TEFL.

- A. BA/BS Secondary Ed. with concentration in English or TEFL.
OR
- B. BA/BS any discipline with certification to teach English or a Foreign Lang.
OR
- C. BA/BS English, TEFL, Linguistics.
OR
- D. BA/BS any discipline with three months of English or foreign language tutoring experience.

172 University English Teaching.

- A. MA/MAT English, TEFL or Linguistics.
OR
- B. MA/MAT French.
OR
- C. MA/MAT any other foreign language.

173 Secondary Ed. Math Teacher

- A. BA/BS Secondary Ed. with concentration in math.
OR
- B. BA/BS any discipline with certification to teach math
OR
- C. BA/BS Math
OR
- D. BA/BS Computer Science or Engineering with a math emphasis.
OR
- E. BA/BS any discipline with minor (15 semester hours/2 quarter hours) in math. Applicant must have completed 2 calculus courses.

174 Secondary Ed. Math Teacher Generalist.

- A. BA/BS any discipline with least 10 semester hours (1 quarter hours in math). Applicant must have completed 1 calculus course.

175 Secondary Ed. Science Teacher.

- A. BA/BS Secondary Ed. with concentration in any Science.
OR
- B. BA/BS any discipline with certification to teach Science.
OR
- C. BA/BS General Science, Biology, Chemistry, or Physics.
OR
- D. BA/BS any other physical, biological science, or Engineering degrees with science emphasis.
OR
- E. BA/BS any discipline with minor (15 semester hours/2 quarter hours) in biology chemistry, or physics.

176 Secondary Ed. Science
Teacher Generalist.
A. BA/BS any discipline with at
least 10 semester hours (15
qtr. hours) in a science.

177 Special Education/General.

- A. BA/BS Special Education.
OR
- B. BA/BS Education with one
year full-time experience
working with the learning
disabled, mentally retarded,
emotionally disturbed,
or multiple handicapped.
OR
- C. BA/BS any discipline with
one year full-time expe-
rience working with the
learning disabled, mentally
retarded, emotionally dis-
turbed or multiple
handicapped.

178 Blind Education.

- A. BA/BS Special Education
with an emphasis on the
blind.
OR
- B. BA/BS Education with at
least three months
experience working with
the blind.
OR
- C. BA/BS any discipline with
at least 3 months experience
working with the blind.
OR
- D. BA/BS any discipline with
expressed interest in
teaching the blind.

179 Speech Pathology.

BA/BS Speech Pathology,
Speech Therapy.

OR

BA/BS Speech Communication
with 1 year work experience
in the field.

180 Secretarial Skills or
Business Ed. Instructor.

*NOTE Change only in title.
Use appropriate title.

- A. BA/BS Business Education or
Business Science.
OR
- B. AA/AS Business Education or
Business Science.
OR
- C. Certificate from secretarial
school and one year
secretarial experience and
an expressed interest in
teaching business education.
- D. Two years secretarial
experience and an expressed
interest in teaching busi-
ness education.

181 Deaf Education.

- A. BA/BS Special Education with
an emphasis on the deaf.
OR
- B. BA/BS Education with one
year experience working
with the deaf.
OR
- C. BA/BS any discipline with
one year experience working
with the deaf. Applicant
must be proficient in sign
language.
OR
- D. BA/BS any discipline with
proficiency in sign
language.

182 Rural Youth Development

- A. Three years farm experience
and two years 4-H, FFA or
FHA.
OR
- B. BA/BS any discipline with
least two years 4-H, FFA or
FHA.
OR
- C. BA/BS any discipline with a
demonstrated interest in
gardening and with at least
two years of youth group
leadership.

183 Art Teacher

- A. BA/BS Secondary Ed./Art.
OR
- B. BA/BS any discipline with certification to teach art.
OR
- C. BA/BS Art, Fine Arts, Graphic Arts, or Fiber Art.

184 Library Science

- A. MA/MS Library Science.
OR
- B. BA/BS Library Science with one year's experience.

185 Education/Literacy Extension.

- A. BA/BS any Education discipline with an expressed interest in adult education, literacy or remedial reading and at least 2 units of Spanish language study.
OR
- B. BA/BS any discipline with a demonstrated interest in adult education, literacy, remedial reading and an expressed interest in community organization or or community service, and at least two units of Spanish language study.

190 Physical Education/Youth Work.

- A. BA/BS Physical Education, Recreation.
OR
- B. BA/BS any discipline with at least 3 months of coaching experience.

191 Secondary Ed. Teacher
English Teacher Trainer.

- A. MAT English or TEFL.
OR
- B. MA in Education with graduate or undergraduate concentration in English or TEFL.
OR
- C. BA/BS Secondary Education with concentration in English or TEFL.
OR
- D. BA/BS any discipline with Secondary Education Certification in English or TEFL.

OR
- E. BA/BS English or TEFL with 6 months teaching experience at the secondary level in English.
OR
- F. BA/BS Any discipline with 1 year of teaching experience at the secondary level in English or TEFL.

193 Math Teacher Trainer.

- A. MAT Math.
OR
- B. MA in Education with graduate or undergraduate concentration in Math.
OR
- C. BA/BS Secondary Education with concentration in Math.
OR
- D. BA/BS any discipline with Secondary Education Certification in Math.
OR
- E. BA/BS Math and 6 months teaching experience at the secondary level in Math.
OR
- F. BA/BS Any discipline with 1 year of teaching experience at the secondary level in Math.

195 Science Teacher Trainer.

- A. MAT specified science subject.
OR
- B. MA in Education with graduate or undergraduate concentration in specified science subject.
OR
- C. BA/BS Secondary Education with concentration in specified science subject.
OR
- D. BA/BS any discipline with Secondary Education Certification in specified science subject.
OR
- E. BA/BS specified science and 6 months teaching experience at the secondary level in that specified science.
OR
- F. BA/BS Any discipline with 1 year of teaching experience at the secondary level in specified science subject.

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APPENDIX H

List of Countries assisted by A.I.D. in FY'91-'92/
Mission Statement/ Organizational Chart



Mission Statement

U.S. Agency for International Development

The Agency for International Development administers economic assistance programs that combine an American tradition of international concern and generosity with the active promotion of America's national interests. A.I.D. assists developing countries to realize their full national potential through the development of open and democratic societies and the dynamism of free markets and individual initiative. A.I.D. assists nations throughout the world to improve the quality of human life and to expand the range of individual opportunities by reducing poverty, ignorance and malnutrition.

A.I.D. meets these objectives through a worldwide network of country missions which develop and implement programs guided by six principles:

- * support for free markets and broad-based economic growth;
- * concern for individuals and the development of their economic and social well-being;
- * support for democracy;
- * responsible environmental policies and prudent management of natural resources;
- * support for lasting solutions to transnational problems; and,
- * humanitarian assistance to those who suffer from natural or man-made disasters.

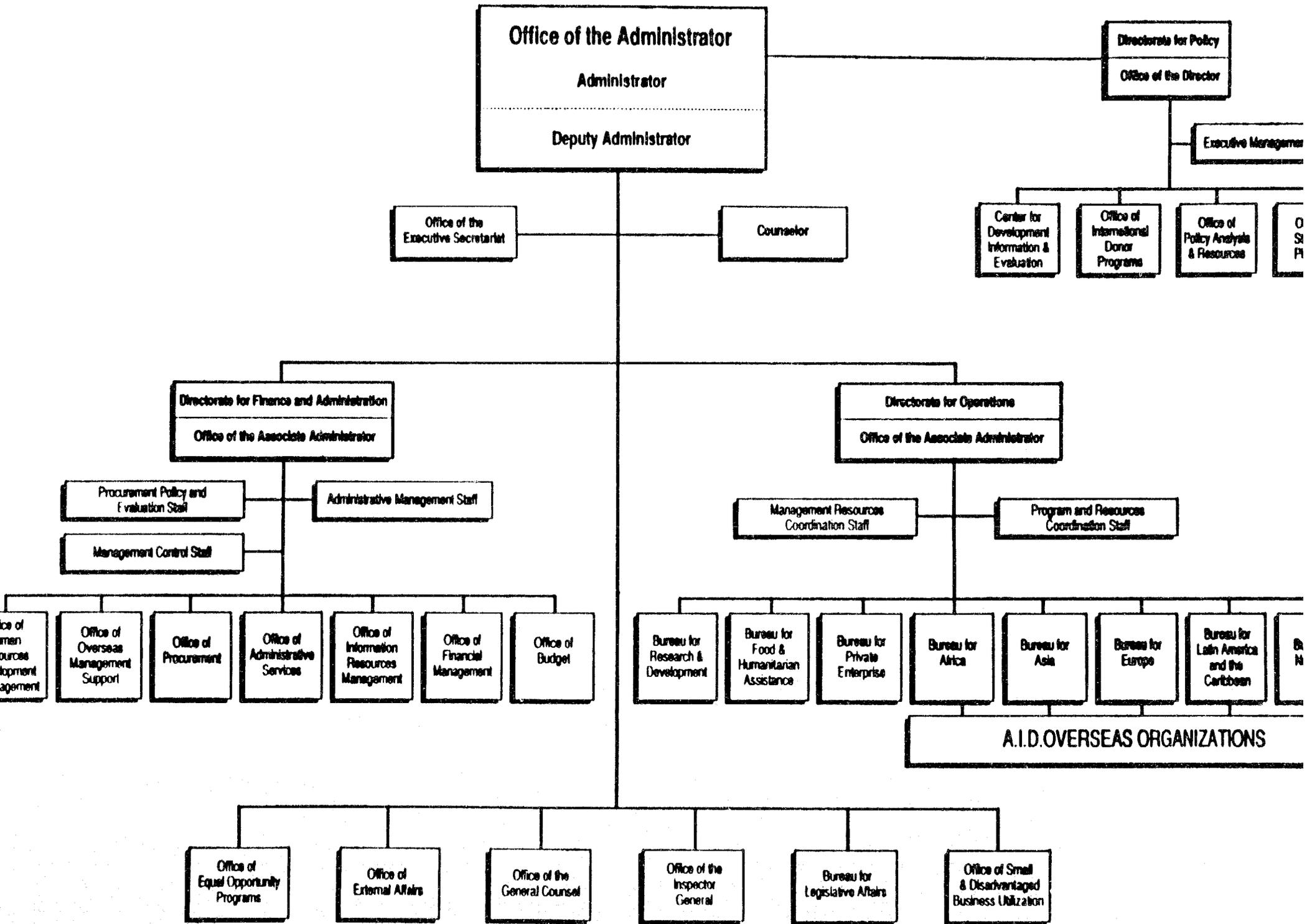
A.I.D.'s mission as a foreign affairs agency of the U.S. government is to translate into action the conviction of our nation that continued American economic and moral leadership is vital to a peaceful and prosperous world.

September 14, 1990

Countries Assisted by A.I.D. in FY 1991 or FY 1992

<u>AFRICA</u>	<u>ASIA</u>	<u>NEAR EAST Con't</u>
Angola	Afghanistan	Tunisia
Benin	Bangladesh	West Bank Gaza
Botswana	Cambodia	Yemen
Burkina	Fiji	
Burundi	India	<u>EUROPE</u>
Cameroon	Indonesia	Albania
Cape Verde	Mongolia	Baltics
Central African Rep	Nepal	Bulgaria
Chad	Pakistan	Cyprus
Comoros	Philippines	Czechoslovakia
Congo	Sri Lanka	Hungary
Cote d'Ivoire	Thailand	Poland
Djibouti	Vietnam	Portugal
Ethiopia		Romania
Gambia	<u>LATIN AMERICA &</u>	Turkey
Ghana	<u>CARIBBEAN</u>	Yugoslavia
Guinea	Belize	
Guinea-Bissau	Bolivia	<u>NEW INDEPENDENT STATES</u>
Kenya	Brazil	Propose entry,
Lesotho	Chile	1992-93
Liberia	Colombia	
Madagascar	Costa Rica	Armenia
Malawi	Dominican Republic	Azerbaijan
Mali	Ecuador	Byelarus
Mauritania	El Salvador	Georgia
Mauritius	Guatemala	Kazakhstan
Mozambique	Guyana	Kyrgyzstan
Namibia	Haiti	Moldova
Niger	Honduras	Takolostam
Nigeria	Jamaica	Turkmenistan
Rwanda	Nicaragua	Ukraine
Sao Tome	Panama	Uzbekistan
Senegal	Peru	
Seychelles	Uruguay	
Sierra Leone		
Somalia	<u>NEAR EAST</u>	
South Africa	Egypt	
Sudan	Israel	
Swaziland	Jordan	
Tanzania	Lebanon	
Togo	Morocco	
Uganda	Oman	
Zambia		
Zimbabwe		

Agency for International Development

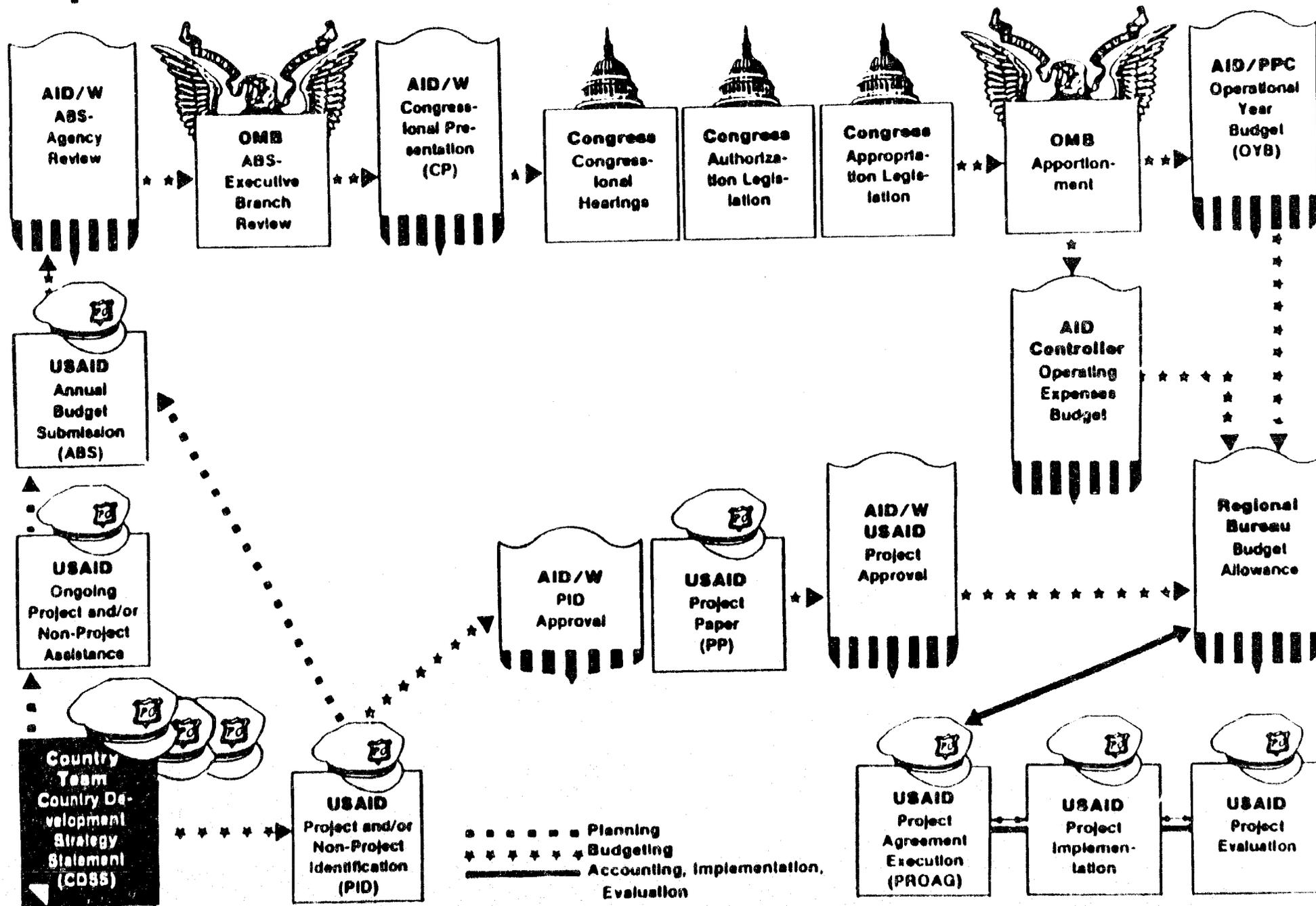


APPENDIX I

Diagram of the A.I.D. Program Planning, Documentation,
Budgeting, and Implementation Process

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Planning, Budgeting and Implementation Cycle



FY 1994 BUDGET DEVELOPMENT SCHEDULE

May 1992	ABS Guidance issued
May - June 1992	FY 1994-96 International Affairs planning levels reviewed by President and confirmed or revised (Mid-Session Review)
June 15, 1992	<u>FY 1994 Annual Budget Submission due in AID/W</u>
June 1992	Review of ABSs and formulation of bureau budget proposals
June 1992	BIFADEC meetings with the regional bureaus and S&T.
July 31, 1992	<u>Bureau budget proposals due to FA/B</u>
Aug. 1992	Integrated reviews of bureau budget proposals (DA, ESF, SAI, NIS, CP, PL480, OE and FTEs)
Aug. - Sept. 1992	Security Assistance Review Working Group (SAPRWG) budget review meetings
Sept. 1992	Security Assistance budget recommendations from SAPRWG due to State/T
Sept 14-18, 1992	A/AID decisions on FY 1994 budget
Sept 21, 1992	<u>Integrated foreign assistance budget submitted to Secretary of State</u>
Sept 21-25, 1992	Secretary of State's review and decisions on integrated foreign assistance budget Preparation of Budget Submission to OMB.
Sept 30, 1992	<u>Transmittal of Budget Submission to OMB</u>
October - early Dec. 1992	OMB budget review and recommendations, Agency appeal, and Presidential decisions
Dec. 1992 - Jan. 93	President's FY 1994 Budget and A.I.D. Congressional Presentation prepared
February 1993	<u>President's Budget and A.I.D. CP transmitted to Congress</u>

APPENDIX J

Sample PID Table of Contents

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NORTHEAST RAINFED CROPS DEVELOPMENT

Project Identification Document (PID)

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<p style="text-align: center;">AGENCY FOR INTERNATIONAL DEVELOPMENT</p> <p style="text-align: center;">PROJECT IDENTIFICATION DOCUMENT FACESHEET</p> <p style="text-align: center;"><i>To Be Completed By Originating Office</i></p>	<p>1 TRANSACTION CODE</p> <p style="text-align: center;"><input checked="" type="checkbox"/> C</p> <p>A - Add C - Change D - Delete</p>	<p>PID <input checked="" type="checkbox"/></p> <p>2 DOCUMENT CODE</p> <p style="text-align: center;">1</p>
---	---	--

3 COUNTRY/ENTITY <p style="text-align: center;">THAILAND</p>	4 DOCUMENT REVISION NUMBER <p style="text-align: center;">1</p>
---	--

5 PROJECT NUMBER (7 digits) <p style="text-align: center;">[493-0292]</p>	6 BUREAU/OFFICE A Symbol ASIA	B Code [04]	7 PROJECT TITLE (maximum 40 characters) <p style="text-align: center;">[Northeast Rainfed Crops Development]</p>
--	-------------------------------------	------------------	---

8 PROPOSED NEXT DOCUMENT A <input checked="" type="checkbox"/> 2 - PRP 3 - PP	B. DATE MM YY <p style="text-align: center;">1 1 7 8</p>	10. ESTIMATED COSTS IS000 or equivalent, \$1 =
---	--	---

FUNDING SOURCE		Life of Project
a. AID Appropriated		4,000
b. OTHER	1	
US	2	
c. Host Country		4,542
d. Other Donor(s)		8,542
TOTAL		

9 ESTIMATED FY OF AUTHORIZATION/OBLIGATION

a. INITIAL FY [7 | 9] b. FINAL FY [7 | 9]

11. PROPOSED BUDGET AID APPROPRIATED FUNDS (S000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH CODE		E. FIRST FY <u>79</u>		LIFE OF PROJECT	
		C. Grant	D. Loan	F. Grant	G. Loan	H. Grant	I. Loan
(1) FN	250B		230	100	4,000	100	4,000
(2)							
(3)							
(4)							
TOTAL				100	4,000	100	4,000

12. SECONDARY TECHNICAL CODES (maximum six codes of three positions each)

--	--	--	--	--	--

13. SPECIAL CONCERNS CODES (maximum six codes of four positions each)	14. SECONDARY PURPOSE CODE

15. PROJECT GOAL (maximum 240 characters)

To increase the incomes of people who live in the rural areas of Northeast Thailand and who are at the lowest end of the income scale.

16. PROJECT PURPOSE (maximum 480 characters)

To implement a rainfed crop and soil improvement program at 16 Project sites in the Northeast that will result in increased productivity and incomes for rural farmers.

17. PLANNING RESOURCE REQUIREMENTS (staff/funds)

Agronomist	3 mos.	AID Project Development Officer
Agricultural Economist	each	2 months
Marketing Specialist		\$65,000

18. ORIGINATING OFFICE CLEARANCE	19. Date Document Received in AID/W, or for AID/W Documents, Date of Distribution
Signature	
Title	
Charles L. Gladson Director, USAID/Thailand	
Date Signed MM DD YY 0 1 0 6 7 8	Date Signed MM DD YY 0 1 2 6 7 8

APPENDIX K

Sample Project Paper Table of Contents
and Project Data Sheet

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AGENCY FOR INTERNATIONAL DEVELOPMENT

TRANSACTION CODE

Administrative Number

DOCUMENT CODE

PROJECT DATA SHEET

A. Aids
B. Grants
C. Loans

3

COUNTRY ENTITY: Africa Regional
 BUREAU OFFICE: AFR/EDC
 PROJECT NUMBER: 678-0517
 PROJECT TITLE: Africa Emergency Locust Grasshopper Assistance
 PROJECT ASSISTANCE COMPLETION DATE (PACD): 04 30 90
 ESTIMATED DATE OF OBLIGATION: 04 30 90

3. COSTS \$000 OR EQUIVALENT \$1 =

A. FUNDING SOURCE	FISCAL YEAR		LIFE OF PROJECT	
	1. FY	2. Total	1. FY	2. Total
AD APPROPRIATE TOTAL	4,000	4,000	15,000	15,000
Grants	4,000	4,000	15,000	15,000
Loans				
Other				
U.S.				
Host Country	2,000	2,000	7,000	7,000
Other Donors	25,000	25,000	43,000	43,000
TOTALS	29,000	29,000	55,000	55,000

9 SCHEDULE OF AID FUNDING \$000

A. APPROXIMATE RELATION/PURPOSE CODE	B. PRIMARY TECH. CODE	C. OBLIGATIONS TO DATE		D. AMOUNT APPROVED THIS ACTION		E. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
1. ENK 100 070				14,000		14,000	
2. ENK 100 070				1,000		1,000	
TOTALS				15,000		15,000	

10. SECONDARY TECHNICAL CODES
 11. SPECIAL CONCERNS CODES
 12. ADDRESS

13. PROJECT PURPOSE
 The project will, in accordance with the operational authorities of Africa Bureau medium-term locust and grasshopper strategy: a) treat the recovery and rehabilitation aspects of problems generated by the locust and grasshopper pest problem currently threatening many African countries, and help to bring it back under control; and b) help to establish improved management and control mechanisms that will keep this problem under control in the future.

14. SCHEDULED EVALUATIONS
 15. SOURCE/ORIGIN OF GOODS AND SERVICES

16. AMENDMENTS/NATURE OF CHANGE PROPOSED

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17. APPROVED BY: [Signature] Date: [Date]
 18. DATE DOCUMENT RECEIVED IN AID/W. OR FOR AID/W. DOCUMENTS DATE OF DISTRIBUTION

APPENDIX L

Sample A.I.D. Project Implementation Order/Technical Services

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Cooperating Country: **WORLDWIDE** 2. PIO/T No. **2691264** 3. PIO/T Amend No. **ORIGINAL**

Project/Activity No. and Title: **-5969, Technology for Primary Health II (AHRTAG)** 42113
5. Appropriation Symbol(s): **72-1121021.7-**
6. Budget Plan Code(s): **DDCA-92-16900-IG11; 247-36-099-01-20-21**

7. Pro Ag No. or Project Authorization Date: **2/87.** 8. Obligation Status: Administrative Reservation Implementing Document

9. Project Assistance Completion Date (Month, Day, Year): **08/31/97** 10. Authorized Agent: **FA/OP/A/HRN.**

Type of Action and Governing A.I.D. Handbook: **[B]** 12. Contract/Grant/Cooperative Agreement/Reference Number (if this PIO/T is for an order or a modification to an award):
A.I.D. Contract (HB14) C. PASA/RSSA (HB 12)
A.I.D. Grant or Cooperative Agreement (HB 13) D. Other

A.I.D. Funding (Attach a detailed budget in support of column (2) as Attachment A.)

	(1) Previous Total	(2) Increase	(3) Decrease	(4) Total to Date
a. Dollars		300,000		300,000
b. U.S.-Owned Local Currency				0

Mission References

Instructions to Authorized Agent
Request that you negotiate a grant with the Appropriate Health Resources and Technologies Action Group (AHRTAG) in support of its unsolicited proposal which is attached. Also attached is the Justification for Noncompetitive Assistance and the program description for this award and the detailed budget. The funds in this PIO/T cover the first 12 months of 1 year grant effective as of 3/1/92 through 2/28/93.

Address of Voucher Paying Office: **Agency for International Development, FA/FM/CMP/DC, Rm 700-2, Washington, D.C. 20523**

Clearances - include typed name, office symbol, and date for all clearances

The Project Officer certifies (1) that the specifications in the statement of work or program description are technical in nature, and (2) that (for contract actions only) all program personnel who are defined as procurement officials under 41 U.S.C. 423 have signed the Procurement Integrity Certification (OF-333).

Signature: **R&D/H/HSD, Robert Clay** *[Signature]* Date: **FEB - 7 1992**
Signature: **R&D/H/HSD, Al Bartlett** *[Signature]* Date: **FEB - 7 1992** Phone No: **5-4530**

The statement of work or program description lies within the review of the initiating office and approved agency programs.
Signature: **R&D/H, Ann Van Dusen** *[Signature]* Date: **4/15/92** C. Signature: **R&D/H, Geneese Pettigrew** *[Signature]* Date: **4/15/92**

Funds for the services requested are available
Signature: **FA/FM/A/NPA & PA, Rose Anderson** *[Signature]* Date: _____ E. Signature: **R&D/H Tom Park** *[Signature]* Date: **4/15/92**
Signature: **R&D/PO Craig Noren** *[Signature]* Date: **4/16/92**

For the Cooperating Country: The terms and conditions set forth herein are hereby agreed to:

Signature: _____ Title: _____ Date: _____
For the Agency for International Development:
Signature: **Elizabeth P. Roche** *[Signature]* Title: **Chief, R&D/PO/PR** Date: **4/16/92**

CONTRACT ACTIONS ONLY: SOURCE SELECTION INFORMATION--SEE FAR 3.104. THIS DOCUMENT, OR PORTIONS THEREOF, CONTAINS PROPRIETARY OR SOURCE SELECTION INFORMATION RELATED TO THE CONDUCT OF A FEDERAL AGENCY ACQUISITION, THE DISCLOSURE OF WHICH IS PROHIBITED BY LAW (41 U.S.C. 423). UNAUTHORIZED DISCLOSURE OF THIS INFORMATION MAY SUBJECT BOTH THE DISCLOSURER AND RECIPIENT TO ACTUAL, CIVIL, AND/OR CRIMINAL PENALTIES AS PROVIDED BY LAW.
OTHER ACTIONS: UNAUTHORIZED DISCLOSURE OF PROPRIETARY OR SOURCE SELECTION INFORMATION MAY SUBJECT AN EMPLOYEE TO

Special Provisions

Special Requirements (specify) (Include funds in budget for testing, as required.)

Access to classified information will will not be required by technical specialists. (Indicate level)

Post(s) and duration of technical assistance services at post(s) (months):
 D. Dependents' travel and support will will not be funded by A.I.D.

Classification code applicable to procurement under this PIO/T is: (If other than authorized in Project Authorization, attach justification)
 1. 000 3. 935 5. Other (specify)
 2. 899 4. 941

Justification approval(s) to exceed salary ceiling are:
 1. attached 2. in process 3. N/A
 G. Cooperating country acceptance of this project:
 1. has been obtained 2. is in process
 3. is not applicable to services required by PIO/T

Justification for use of external resources (advisory and assistance services) is:
 1. attached 2. N/A
 I. Clearance for procurement of ADP equipment, software, and services is:
 1. attached 2. In process 3. N/A

Approval of any report to be completed by ten or more members of the general public under the statement of work is:
 1. attached 2. in process 3. N/A

Participant Training is is not being funded as part of this PIO/T.
 Attach Budget Estimate Worksheet, Form AID 1382-10)

Small business procurement (contracts only) is recommended for:
 1. small-business set-aside 2. SBA 8(a) program
 3. disadvantaged-enterprise set-aside 4. No recommendation

(specify)

Provisions for Logistic Support	IN KIND SUPPLIED BY		FROM LOCAL CURRENCY SUPPLIED BY		TO BE PROVIDED OR ARRANGED BY SUPPLIER	N/A
	A.I.D.	COOPERATING COUNTRY	A.I.D.	COOPERATING COUNTRY		
Office Space						X
Office Equipment						X
Power and Utilities						X
Furniture						X
Household Appliances (Stoves,Refrig., etc.)						X
Transportation in Cooperating Country						X
Transportation To and From Country						X
Interpreter Services/Secretarial						X
Medical Facilities (Health Room)						X
Medical Supplies (official)						X
Travel Arrangements/Tickets						X
Watchmen for Living Quarters						X

Additional Facilities Available From Other Sources:
 Diplomatic Pouch 2. PX 3. Commissary
 Other (specify, e.g., duty free entry, tax exemptions)

Comments:

Relationship of Contractor, Recipient, or Participating Agency to Cooperating Country and to A.I.D.

. Relationships and Responsibilities:

. Cooperating Country Liaison Officials:

. A.I.D. Liaison Officials: Albert Bartlett, R&D/H/HSD

Background Information (additional information useful to authorized agent)

Summary of attachments that accompany the PIO/T (check applicable boxes)

- A. Detailed budget estimate in support of increased funding (Block 13)
- B. Evaluation criteria for competitive procurement
- C. Justification for procurement by other than full and open competition or noncompetitive assistance
- D. Statement of work or program description
- E. Waiver(s), justification(s), clearance(s), certification(s), approval(s) (specify number)

Distribution of PIO/T

Appendix M.

SPA Administrative Handbook

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**THE SMALL PROJECT ASSISTANCE (SPA) PROGRAM
HANDBOOK**

Prepared by:
The SPA Program
Office of Training and
Program Support
March, 1992

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- D. IPBS Worksheet
- E. IAA cover sheet and model proposal format
- F. Format for Activity Log
- G. Completed sample of Activity Log
- H. IAA abstract sheet
- I. ACN Form
- J. Completed sample of quarterly report format
- K. Sample Budget Authority cable
- L. Sample TA Request cable
- M. OTAPS Request form
- N. SPA Calendar

Small Project Assistance (SPA) Program

I. OVERVIEW

The SPA Program was established in 1983 by a Memorandum of Understanding between the Administrator of the Agency for International Development (A.I.D) and the Director of Peace Corps (PC) (A copy of the original MOU and Amendment 1 is located in the Appendix). The program's purpose is to assist communities, collaborating with Peace Corps Volunteers (PCVs), to identify common concerns and to plan small-scale activities to address those concerns. SPA provides grants for supplies and materials and funds for Technical Assistance to aid in the activity implementation.

The program supports community development activities and is intended to provide a fast funding mechanism negotiated at the post level with a minimum of red tape for communities, Peace Corps Volunteers and Staff, and A.I.D.

A.I.D provides funding for the program through the SPA Program/Technical Assistance Participating Agency Service Agreement (PASA) negotiated between Peace Corps and A.I.D in Washington. This PASA is one of several which combines Peace Corps human and technical field resources with A.I.D resources to promote effective development projects worldwide. The SPA Program is coordinated by the Office of Training and Program Support (OTAPS) in PC/W.

The SPA program is divided administratively into two interrelated components - SPA Grants and SPA Technical Assistance:

1. SPA Grants: The SPA Grants component makes available to each participating PC post a pre-determined budget level (negotiated in the field by the PC and AID Directors or AID Representatives) to be used for grants to community groups for small-scale self-help secondary projects.

2. SPA Technical Assistance: The SPA Technical Assistance component provides for programming consultations, Project Design and Management workshops and technical training to support development efforts funded by SPA Grants. The budget for all SPA Technical Assistance activities is managed by SPA/OTAPS in PC/W. Requests for technical assistance funds, including formal requests for those already submitted in the IPBS, are reviewed quarterly by PC technical and regional specialists, SPA/OTAPS and AID/W.

The intent of the Grant and Technical Assistance components of SPA is to assist communities, working with Peace Corps Volunteers, in the design, implementation, and evaluation of

Criteria for Selection of SPA Grant Activities

Activities funded under SPA Grants must follow the basic guidelines as outlined in Section V of the Inter-Agency Memorandum of Understanding:

1. The activity must fall into the broad area of community development.
2. The activity must be conceived and implemented by a PCV in conjunction with a local community organization or group, which must devote some of its own resources in cash or in kind to the activity.
3. The estimated contribution of SPA Funds toward completion of the activity must not exceed \$10,000 per activity.
4. The activity must be scheduled for completion within one year of its commencement and before the completion of PCV service.
5. The activity must not encourage further reliance on U.S. assistance.
6. Priority should be given to projects that PCVs and their host country counterparts develop as a consequence of or a follow up to training provided under other USAID/PC PASAs.

SPA Technical Assistance

The Technical Assistance (TA) component provides funding for training and technical advice to communities, Peace Corps Volunteers, and Staff to support or stimulate small, community generated secondary activities. Technical Assistance is reviewed by a committee composed of OTAPS Sector Specialists, Regional and AID Representatives and SPA staff. Technical Assistance is ultimately approved by SPA/OTAPS in Washington.

REQUESTING SPA FUNDING

Any country in which both A.I.D. and the Peace Corps operates is eligible to participate in the SPA program. Countries in which A.I.D. does not have a resident Mission or other representative can also be eligible to participate with the approval of the appropriate A.I.D. Regional Bureau provided that A.I.D./W is willing to assume oversight responsibility for the program.

The IPBS Worksheet

The SPA Worksheet in the IPBS is the first step in the SPA funding process. Figures submitted by the post on the worksheet for SPA Regular and Health grant funds should be the result of consultation with the A.I.D. Mission. Funding for technical assistance grants for Project Design and Management Workshops and Host Country National participation in in-service training, can be included here with the Mission's concurrence. Please note that willingness to provide funds for technical assistance grant activities may vary among bureaus and from year to year based on A.I.D.'s current year operating budget.

The Joint A.I.D.-Peace Corps Request Cable

By September 30 of each year, a joint PC/A.I.D. cable stating the proposed funding levels for SPA regular, health and technical assistance grants must be submitted to SPA/OTAPS. These joint cables will be used to prepare the SPA funding request for the next fiscal year. **Please note that is is a new procedure.** This change has been instituted to facilitate the timely receipt of requested SPA funds.

The SPA Funding Request

During the first quarter of each fiscal year, SPA/OTAPS will submit to A.I.D. geographic bureaus, through the A.I.D./Peace Corps Coordinator, an Agency-wide funding request based on proposed levels in the joint A.I.D./Peace Corps cable.

Once funding decisions by respective A.I.D. geographic bureaus are finalized, SPA/OTAPS will advise each country regarding the approved SPA funding level.

The SPA Memorandum of Understanding

Upon notification of approved funding, the Peace Corps Country Director and the A.I.D. Mission Director or his designee, should sign an MOU for the approved level of regular and health grant funding. In countries where A.I.D. has no presence, advice on signing an MOU should be sought from SPA/OTAPS. The format for the SPA MOU is located in the Appendix to this Handbook.

It is very unlikely that additional funding can be made available to posts after formal request has been made to A.I.D. Conversely, it is unlikely that gross overestimation of funding needs will be overlooked when subsequent year funding requests are reviewed.

Although the original Inter-Agency MOU established that SPA Grant funding was limited to \$40,000 per PC post per fiscal year, the ceiling has been lifted and the level of funding is now based on prior year spending patterns and the number of volunteers.

For a summary of the MOU and funding process, see Steps to SPA Funding - IPBS to Budget Authority in the Appendix.

Posts should note that no budget authority for grants or technical assistance can be issued until the signed SPA MOU is received by SPA/OTAPS.

III. LIMITATIONS ON SPA GRANT FUNDING

All SPA funds are subject to the following restrictions, which are outlined in the original guidance of the SPA Program. SPA funds may not be used to support:

- * costs associated with the administration of an individual SPA activity incurred by Peace Corps, AID, or the cooperating community organization or group;
- * assistance to organizations to promote or conduct religious activities or construct religious facilities;
- * financing of police, military activities or prison programs;
- * purchase of ineligible commodities set forth in AID Handbook 15, Chapter 286;
- * support of educational or other facilities used in significant part by U.S. employees or their dependents;
- * purchase of vehicles;
- * improvement of capital assets of group involved, or initial investment in a long term program such as a revolving fund or credit union;
- * purchase of computers.

IV. SPA REGULAR GRANT FUNDS

Uses of SPA Grant Funds

SPA funds are intended for the purchase of supplies and materials for a single short term community activity, and, for the transportation of those materials to the work site when they are not locally available.

Criteria for individual grant activities are listed on pages 16-17 of this Handbook.

NOTE: SPA/Health is a separate fund and health-related activities cannot be funded under original SPA funds. However, some countries have negotiated agreements which include health projects as part of the original agreement.

Any Peace Corps Volunteer and community group can request funding under SPA regardless of the Peace Corps Volunteer's primary job assignment.

Best Available Copy

Restrictions on the Uses of SPA Grant Funds

The following are programmatic restrictions on the use of SPA Grant Funds:

* **Personal Services:** The financing of personal services is discouraged. However, financing the personal services of a local artisan may enhance the success of an SPA activity. The securing of such personal services is restricted to local sources and is to be short-term.

* **Transportation Costs:** SPA funds may be used to finance all transportation costs connected with commodities procured for SPA activities, except costs for ineligible transportation media. Inland transportation costs are considered to be a legitimate cost component of commodity procurement. **Costs for PCV travel and per diem for project related travel are not eligible for SPA funds.**

* **Procurement:** Most procurement source requirements are waived as set forth in A.I.D. Handbook 1, Chapter 16, Supplement B.

* **Costs normally associated with the primary placement and assignment of Peace Corps Volunteers are not to be paid for with SPA funds.**

Post SPA Budget Authority

Upon receipt of a signed MOU, SPA/OTAPS will provide Post with new budget authority. If current year SPA funds have not been received from A.I.D., partial budget authority will be provided using prior year funds, if available. Upon receipt of current year SPA funds from A.I.D., the remaining budget authority will be provided.

Under the centralized system, SPA Budget Authority is issued on an annual basis. Funds not obligated by the end of the SPA funding year, i.e. December 31, will be withdrawn from post.

For FY 1992 Only: In order to synchronize the MOU with availability of funds, MOUs for FY 1992 will be extended for one quarter, i.e., October 1992 through December 1992.

MOU's signed for FY 1993 and subsequent fiscal years will be valid from January through December.

Budget Allowance and Project Accounting

The Associate Peace Corps Director for Administration (APCD/Admin) at each post will maintain an account of the annual budget authority provided for SPA Grant activities.

SPA Grant budget authority will be issued on an annual basis. SPA Grant funds must be obligated and liquidated for the individual transactions related to specific SPA Grant projects. SPA Grant Funds may not be block obligated.

SPA Grant Funds should be administered in the same manner as any other funds provided to the PC Post. Funds must be obligated using the appropriate purpose code as identified in the budget authority cable. The APCD/Admin will assure that each obligating document contains the current fiscal year, correct purpose codes, object classification and the PC Post Location Code.

The APCD/Admin is also responsible for monitorin the RAMC and Status of Funds Reports to assure that obligations and liquidations are corectly recorded. Additionally, the APCD/Admin will initiate adjustments as appropriate based on actual obligations and liquidations.

Obligations may not exceed the annual budget authority for a given year. A country cannot obligated all of the authorized funds and then continue to approve projects. Special care must be taken in the discrete management of funds designated by purpose code so as to not exceed the post budget authority.

The APCD/Admin or PCD will be responsible for instructing the PCV or project representative about accountability for funds, proper documentation required to substantiate procurements and accounting procedures.

Cash Management

Cash management procedures explaining how communities draw upon the funds obligated should be included in the MOU. The financial and program reports expected from communities and Peace Corps Volunteers, and the reporting arrangements between Peace Corps and USAID should also be included.

As activity proposals are funded, the responsible Peace Corps Officer records the obligations following standard Peace Corps accounting and fiscal management procedures to ensure that Peace Corps accounting records are current. Individual Activity Agreement (IAA) numbers should reflect the fiscal year from which the activity is financed. Fiscal codes will show the fiscal year of authority.

Funds are obligated and liquidated using the purpose code supplied by SPA/OTAPS and the country location code. This country location code is the same code that is used for all country obligating documents. It is essential to use the correct country code to ensure that Peace Corps/Washington is billing AID in the correct manner. In the event that a system cannot be worked out that is satisfactory to both Peace Corps and USAID, the Peace Corps Country Director should contact the SPA Coordinator in OTAPS for other program management options.

MOU Summary

An MOU, therefore:

- * is signed each funding year
- * is signed by the principal Peace Corps and USAID officers
- * sets a funding level agreed upon by both PC and USAID for both SPA and SPA/Health
- * describes the activity approval process
- * describes the cash management procedures used in-country
- * should be sent to SPA/OTAPS once signed

A sample MOU is found in the Appendix.

V. SPA/HEALTH

Uses of SPA/Health Funds

Funds to support health activities are also available within the SPA program, and are subject to the same limitations as SPA funds. The SPA/Health program can fund community activities in all areas of Health except serological or clinical work with AIDS.

Note: In posts where other Peace Corps health activities are supported through specific health PASAs between Peace Corps and AID, priority shall be given to activities that Peace Corps Volunteers develop as a consequence of their training supported by these PASAs.

Please note that SPA/Health funds are not restricted to those Peace Corps Volunteers assigned to a health program. Any Peace Corps Volunteer and community group can request funding under the SPA/Health regardless of the Peace Corps Volunteer's primary job assignment.

Adding a Health Statement

The MOU signed by the PCD and AID representative should include a health statement specifying SPA/Health program criteria and the level of funding for the fiscal year.

A copy of the signed MOU, including a health statement should be sent to SPA/OTAPS Peace Corps Washington.

Funds are provided to the post through transfer of budget authority from SPA/OTAPS PC/W. Like SPA regular grant funds, this budget authority can not be used until a budget authority cable is received at the Peace Corps post from SPA/OTAPS giving the purpose code to use when encoding obligating documents for SPA/Health activities and the Health prefix to use when assigning IAA numbers.

Please note that approved Health projects can not exceed the budget authority given each year. A post cannot obligate all of the authorized Health money and then continue to approve health projects using other SPA account funds. Each country's administrative officer will be responsible for ensuring that funds from the proper account are available for the approved projects.

Summary

A Health Agreement Statement:

- * is included in the annual SPA MOU
- * establishes the level of funding for the SPA Health Program as a programmatic agreement only
- * supports activities in the areas of health, except AIDS clinical or serological work
- * is signed by the principal Peace Corps and USAID officer
- * authorizes health funds to be provided to the post via budget authority from Washington

VI. SPA, A TOOL FOR COMMUNITY DEVELOPMENT

The SPA program is based on the principles of community development and the Peace Corps ideal of "helping people help themselves". Through training and programming support to communities and Peace Corps Volunteers and Staff, SPA works with OTAPS and Regional Staff to increase skill levels in long and short term planning, technical areas, and evaluation. SPA's emphasis remains, however, at the community level. The program is designed to provide seed money to communities to begin activities that they have identified and planned together to address community concerns. Peace Corps Volunteers participating in the program help communities work through the process of identifying community problems and analyzing potential solutions.

The SPA activity process can be divided into four major phases: activity planning, proposal review, activity implementation, and activity completion. The IAA (Individual Activity Agreement Proposal) and ACN (Activity Completion Notification final report) are forms which assist communities and Peace Corps Volunteers as tools for planning activities, preparing proposals, work plans, completion of activities and as monitoring and evaluation instruments.

Activity Planning

The IAA (proposal form) mirrors the process used by a community and Peace Corps Volunteer to develop an activity addressing community concerns, and provides the Peace Corps Volunteer's APCD (project manager, PCVL, etc.) or SPA committee with a format to discuss the activity with the Peace Corps Volunteer and the community (see Appendix for a blank IAA). Although this format may be adapted to suit the needs of the individual country, the major components outlined in the sample IAA must be included in the proposal format.

The IAA or proposal must also contain a complete and detailed activity budget, including a description of the community contributions and technical assistance needed.

Preparing an Individual Activity Agreement (IAA)

The PCV, in conjunction with a local group, submits to the principal PC officer a proposal following the format of an IAA. This form is provided in the appendix to this Handbook. This proposal must bear the signature of the local group's authorized representative.

The proposed IAA should provide sufficient information to assess project suitability and include the following elements:

IAA COVER SHEET

- *The name of the community group
- *The name and close of service date of the PCV
- *The title and IAA number of the project
- *The primary and secondary classification of the project
- *The maximum dollar amount of the SPA grant, the community contribution and the total cost
- *Activity Implementation period
- *Terminal Date for issuing implementing documents
- *Authority under which the IAA is executed ... i.e. the date of the bilateral or Country agreement between the USG and the Host country, The FAA 1961, as amended.
- *The date of the MOU under which the funds to be used for the IAA are provided
- *Local organization and USG signature and concurrences as required by procedures set forth in the MOU.

THE AGREEMENT TEXT which includes

- *Specific problem to be addressed
- *Background Plan
- *Proposed Solution
- *Specific Project Production and Capacity Building Objectives
- *Expected Outcomes
- *Monitoring and Evaluation Plan
- *Identification of anticipated technical assistance needs
- *Budget in US dollars showing what SPA funds will be used for indicating the community's financial contribution and total cost of the project

PC Staff Responsibilities

In many posts, Peace Corps Volunteers (and community members if feasible) are required to discuss the IAA with their APCD or appropriate PC Staff person prior to submitting it for SPA funding. This gives the PC staff an opportunity to discuss the problem and proposed solution in order to determine if all in-country resources have been explored, that the activity is not in conflict with Host Country laws or customs, that the proposed solution is technically feasible, and that the levels of community contribution and SPA funding are reasonable. The checklist provided in the IAA proposal can be a working tool for Peace Corps Staff, communities, and Peace Corps Volunteers to evaluate activity plans.

PC staff can also assist the community and Peace Corps Volunteers by recommending sources of information, such as The Whole ICE Catalogue, The Secondary Projects Manual, and VITA (Volunteers in Technical Assistance) publications, among others. It is strongly recommended that APCDs also request funding through SPA/TA for a Small Project Design and Management Workshop. Other forms of Technical Assistance are available for PCVs and Host Country Nationals (HCNs) interested in developing their secondary project skills.

Proposal Review

Each PC post is responsible for negotiating the proposal review process with USAID as part of the MOU. In some posts the Peace Corps Director reviews the proposal, in other posts committees of PC staff, PCVs and HCNs are established to review IAAs. Regardless of the review process, the essential criteria for activity acceptance remain the same:

1. The activity must be conceived and implemented by a PCV in conjunction with a local community organization or group, which must devote some of its resources and/or labor to the activity.
2. The activity must fall in to the broad area of community development.
3. The activity must be scheduled for completion within one year of its commencement and before completion of the PCV's service.
4. The estimated contribution of SPA Funds toward completion of the activity must not exceed \$10,000 per activity.
5. The activity must not encourage continued reliance on U.S. or other outside assistance.
6. Priority must be given to activities that PCVs and their host country counterparts develop as a follow up to training provided under other AID PASAS with Peace Corps.

A post may choose to have additional criteria which are post specific but do not violate the original criteria, for example:

1. In some posts communities are required to contribute a minimum of 25% of the activity costs
2. In some posts activities funded cannot be in excess of \$3,000 dollars
3. In some posts Peace Corps Volunteers cannot submit an IAA before they have spent six months at their site, nor within six months of their COS date

The SPA program is intended to function as a fast funding mechanism. The proposal review period should be structured in such a way as to facilitate the release of funds with a minimum of paperwork for Peace Corps and USAID Staff.

Additional Criteria for Proposal Review

In addition, each SPA activity should be reviewed to assure that:

- *The project increases local capacities
- *Beneficiaries are among the needy
- *The project seeks a lasting solution
- *Beneficiaries are part of the project planning and implementation process
- *The project uses locally procured resources when available
- *The activity impacts at the local level where needs occur
- *The activity will not displace qualified and available local workers or resources
- *The project is complementary to other development activities and has potential for replication

Additionally, in reviewing the proposal, the principal PC officer shall consider whether or not the resources identified for the project are:

- * locally available
- * low cost
- * technologically appropriate
- * culturally acceptable
- * ecologically sound

If questions exist concerning the appropriateness of additional criteria, contact the SPA Coordinator, SPA/OTAPS.

VI. IMPLEMENTING SPA ACTIVITIES

Assigning IAA Numbers

Each IAA approved for SPA grant funds is assigned a serial control number that will identify the fiscal year from which the activity is financed, the three digit country code, and a sequential IAA control number assigned in-country from 001 through 999 for activities supported from that fiscal year funds.

For each project funded with Health funds, add the prefix H (for Health). The addition of the prefix is necessary to distinguish activities funded by SPA and SPA/Health.

Care must be taken, especially in a case where prior year SPA grant funds exist, to maintain careful records showing which fiscal year funds are being used. With the centralized mechanism it is essential to eventually have all funds from one fiscal year

having expended all old monies. Peace Corps, USAID, SPA/OTAPS, and A.I.D./Washington all maintain records on Country Agreements, amendments, obligations, and remaining funds.

Activities are numbered as follows, using the example of Sierra Leone, fiscal year 1992 funds, and a women's vegetable gardening activity (St. Mary's Gardening Project):

92 = fiscal year 1992;
636 = Sierra Leone country code;
092 = the ninety-second activity funded in Sierra Leone during fiscal year 1991 funds.

92-636-092 St. Mary's Garden Project is the final IAA number and activity name for this activity: the activity number and title should be present on all documents referring to this project both within the Peace Corps post and sent to SPA/OTAPS. Note that this activity might be implemented during FY 92.

SPA/Health activities are numbered as follows, using the example of Guatemala fiscal year 1992 funds, and a Vitamin A project (San Gregorio Vitamin A Project):

H = SPA/Health Agreement
92 = fiscal year 1992;
520 = Guatemala country code;
003 = the third health activity funded in Guatemala using fiscal year 1991 funds.

H-92-520-003 San Gregorio Vitamin A Project is the final IAA number and activity name for this activity: the activity number and title should be present on all abstracts referring to this project both within the Peace Corps post and sent to SPA/OTAPS.

IAA Abstract Sheet

The SPA Committee, appropriate APCD, or PCV is also responsible for completing the IAA abstract form to submit to SPA/OTAPS. The abstract sheet includes, but is not limited to:

- * the IAA number
- * budget information
- * the activity implementation period
- * the Primary Project Classification, and the Secondary Project Classification
- * problems addressed and project objectives

Copies of IAA abstracts should be sent to SPA/OTAPS at the time of approval. (See Appendix). Complete proposals no longer need to be submitted to SPA/OTAPS. Peace Corps posts should keep the original IAA proposal form in their files.

Activity Implementation

At the time the activity is approved a schedule for payment must be determined. This insures that the PCV will plan accordingly. Payment can be made in one or several installments to a community bank account, vendors, or, if absolutely no other means exist, to the Peace Corps Volunteers (see Appendix). The disbursement method is also at the discretion of the Peace Corps post.

Imprest funds may be used, at the discretion of appropriate in-country Peace Corps officials to facilitate the disbursement of SPA funds. Normal Peace Corps accounting procedures and regulations should be followed.

In some instances, the community group may be requested to provide interim reports detailing the activity's progress and expenditures. Peace Corps, in turn, is required to provide an update of SPA activities to SPA/OTAPS on a quarterly basis.

Whenever possible Peace Corps and/or USAID Staff members are encouraged to visit the activity site to support the community activity and to assist in the ongoing activity monitoring.

Disbursing and Accounting for SPA and SPA/Health Funds

Once an activity has been approved for implementation the Peace Corps post is responsible for preparing and processing the appropriate documents (purchase orders, requisitions, vouchers, etc.) to purchase commodities and services or disburse funds. Normally, such implementation documents are prepared when the IAA is signed. Each document is assigned a number consisting of the IAA number and a sequential control letter from A to Z.

Activity Log

Upon execution of an IAA, the Activity Log is established and filed in the appropriate SPA activity folder located at the Peace Corps Office. A sample Activity Log is in the Appendix. Initially the activity log shows the IAA number, activity title, amount and date. As funds are disbursed and implementation action documents prepared, they are recorded in this record showing the date of issuance, assigned document control number, dollar amount of the document, and the computed balance of the agreement to be implemented. A brief note as to the purpose of the implementation action may be included.

The activity log is vital to internal control and is subject to review by the Office of the Inspector General or USAID auditors.

Accountability

The Peace Corps assumes responsibility for accountability, proper documentation and accounting procedures.

Peace Corps will record obligations for projects using Purpose Codes 41 for SPA Regular Grant funds and 28 for SPA/Health, and advise the appropriate finance office (RAMC, RBFO) of these obligations. These obligations will then be reported to PC/W and included in the Status of Funds report. Posts are responsible for reconciling with both RAMC/RBFO records and the Status of Funds report.

Please note that approved SPA/Health or SPA/Regular grant projects can not exceed the budget authority given each year. A country cannot obligate all of the authorized allowance and then continue to approve projects. In the case of health projects, a country cannot obligate all of the authorized health money and then continue to approve health projects using the original SPA account funds. Each country's administrative officer will be responsible for ensuring that funds from the proper account are available for the approved projects.

Disbursement

Disbursement of funds for all SPA projects will be in accordance with the following:

1. Direct Payment - For major project purchases, direct issuance of Purchase Orders and payment to vendors or supplies should be made by check. NOTE: Checks should never be made out in the name of a PCV, PC Staff person or to Peace Corps itself. Checks should be made out to vendors or groups.
2. Grants to Local Organizations - If the local organization has the necessary financial management capability, funds may be disbursed directly to the local organization, either on an advance or reimbursable basis. The admin officer and the Director will determine the financial management capability of the recipient organization using the AID Controller's guidelines for making this determination. In many cases, an advance may be necessary. It may be necessary to establish a project account at a local bank to provide suitable control and accounting mechanism. It may also be necessary to require the PCV to approve all disbursements from this account. The account should always be opened in the name of the recipient group and the PCV should never be a signatory on the account.

The administrative officer and the Director will consult with the USAID Controller and will institute similar controls for the prevention of fraud and misappropriation of SPA funds as those which are currently used by AID for recipient organizations.

3. Disbursement to Peace Corps Volunteers - This method is discouraged and should only be used where the local organization has no financial management capability. Under no circumstance may a Volunteer be required to accept funds without his/her prior written voluntary consent to do so. The consent form that a Volunteer signs before accepting funds should also clearly state that the Volunteer accepts liability for the funds he/she is accepting.

If SPA funds in the custody of a Volunteer are lost or stolen, the Volunteer will immediately make a complete report to the PC Country Director of the circumstances of the loss. If a robbery was involved, a police report will also need to be made. If, in the judgement of the Country Director, the loss was not caused by the negligence of the Volunteer, the PCV will be relieved of accountability and the loss will be vouchered against SPA funds. The police report, the Volunteer's report and the written decision of the Country Director will be attached to the voucher. If, however, it is found that the Volunteer was negligent, then he/she becomes partially responsible for repayment of funds.

In the event that SPA funds are lost by theft or other reasons, cable SPA/OTAPS explaining the circumstances and requesting

In all cases the following three procedures should be followed:

A. Vouchers or invoices must be obtained. Vouchers should be legible, translated into English, and contain the name of the vendor, name of the purchaser, date, each item purchased, cost of each item and total amount.

B. For goods and services where vouchers are traditionally not used, e.g. day laborers, receipts should be made containing the same information as the voucher, signed by a PCV and countersigned by the vendor/laborer.

C. The PCV and/or recipient group should submit interim reports of disbursements at specific intervals (monthly, quarterly) and a final report together with vouchers and receipts. The final report should contain the total amount of vouchers or receipts, and the amount of funds being returned.

Tracking of SPA Funds

The Peace Corps will be responsible for tracking SPA Regular Grant Funds and SPA/ Health obligations and disbursements. The forms in the appendix are provided to help in this administrative procedure. The Peace Corps post will submit a summary of SPA projects to the SPA Coordinator, OTAPS, on a quarterly basis. Tracking of funds is extremely important in cases of early termination, medical evacuation and close of service.

Activity Completion

The SPA funded activity must be scheduled to be completed within one year. It is anticipated that the project will continue after the SPA funded activity has been completed. At the completion of the activity or funding year, the community is required to file an Activity Completion Notification abstract (ACN). A copy of the ACN abstract should be kept in post and one copy sent to SPA/OTAPS in order to close the activity file (see Appendix for a blank ACN abstract form).

The original IAA as accepted for funding provides a plan for evaluation that should be used at the time of the activity completion. This evaluation should take into account what the activity was originally intended to accomplish as well as what was actually accomplished. The ACN also serves as a means for the community and the Peace Corps Volunteer to assess their satisfaction with the activity, changes in the activity's goals, final products, unexpected outcomes, problems (and solutions found), suggestions to others, and any plans for continuing the activity after SPA funding has terminated.

Implementation Steps - Review

In conclusion, the community and Peace Corps Volunteer should follow these steps in activity planning, implementation, and evaluation:

- * identify a problem situation or community concern.
- * identify potential solutions, choose the most appropriate solution(s) (based on many variables).
- * design an activity to implement the proposed solution.
- * research available resources, cultural or legal restrictions, etc. for the solution.
- * prepare the IAA (if appropriate) for SPA funding and review it with the APCD.
- * make any necessary changes in the IAA and submit it to PC and if required in the MOU, to AID for consideration.
- * receive notification of acceptance, begin activity implementation.
- * continue activity implementation, including ongoing monitoring and reporting to Peace Corps and USAID
- * complete the activity, including submitting final evaluation and ACN to Peace Corps and USAID.

During the time the community and the PCV are planning and implementing an activity the Peace Corps staff responsible for the SPA Program should follow these steps:

- * review the project proposal with the PCV
- * approve the proposal for funding
- * assign the activity to the correct funding source
- * ensure that the IAA abstract sheet is completed and assigns the IAA number
- * send copies of the IAA abstract sheet to SPA/OTAPS
- * set up a file for the project activity log
- * prepare disbursement documents
- * counsel Volunteers on accountability
- * track project funds
- * monitor project/assures that all documentation is collected
- * prepare quarterly reports for USAID and SPA/OTAPS
- * collect all ACNs and sends copies to SPA/OTAPS
- * assure that all project funds have been properly accounted for
- * at COS of PCVs assures that PCV does not have an on going project

Reporting Requirements

IAAS and ACNS

Once an IAA has been approved a copy of the IAA proposal abstract (see Appendix) should be sent to the SPA Coordinator, SPA/OTAPS. Upon completion of the activity, the PCV and community group should complete a final report or Activity Completion Notification abstract (ACN). A copy of the ACN abstract should also be sent to the SPA Coordinator/OTAPS and to the appropriate office at the USAID mission.

Based on the submission of the IAA abstracts and ACNS, the SPA Program prepares quarterly reports summarizing activities funded and completed to be forwarded to AID/W to meet the program requirements.

Quarterly Reports

On a quarterly basis the Peace Corps post should prepare a status report for all IAAs approved containing: IAA number, Activity Name, PCV name, amount of SPA funds obligated and final expenses for any completed activities that are funded from Purpose Code 28 and 41. This report is sent to the SPA Coordinator, SPA/OTAPS.

Annual Reports

At the end of each fiscal year the Peace Corps Country Director will provide a complete briefing to the appropriate USAID staff regarding the experiences and lessons learned from the SPA activities funded during the previous fiscal year. The purpose of this briefing is to ensure the information obtained from SPA activities is available to USAID for new project development. A summary of this briefing should be forwarded to the SPA Coordinator and the appropriate Regional Director.

Roles and Responsibilities

The following lists responsibilities of key persons involved in the SPA process:

Country Director:

- *prepares the September 30 funding cable with A.I.D.
- *negotiates and signs MOU with USAID
- *includes health statement in agreement if requesting health funds
- *gives final approval to volunteer proposals (IAAs)
- *oversees SPA program
- *delivers annual report to USAID; submits to SPA/OTAPS and Regional Director

Administrative Officer:

- *assures that money is available from appropriate accounts for projects before obligating funds
- *assures that SPA and SPA/Health accounts remain separate
- *uses Purpose Codes for tracking accounts
- *approves use of imprest fund
- *assigns the activity to the correct funding source
- *tracks project funds for projects

APCD or SPA Coordinator:

- *counsels PCVs concerning project design and proposal writing
- *completes IAA abstract sheet (may be done by PCV)
- *assigns IAA number
- *sends copies of the IAA abstract to SPA/OTAPS
- *explains fiscal accountability to PCV
- *collects all ACN abstracts from completed projects and COSing volunteers
- *sets up files and activity log for project
- *tracks project funds
- *if needed requests Technical Assistance including Project Design and Management Workshop
- *monitors project, assures that all documentation is collected and submitted to appropriate persons
- *prepares quarterly reports for USAID and SPA/OTAPS

Peace Corps Volunteer:

- *discusses project with APCD or SPA Coordinator
- *works with community to complete IAA proposal
- *if so directed, completes IAA abstract form
- *completes financial documents as necessary ie. purchase orders
- *monitors project and funds
- *works with community to evaluate the project and complete the ACN abstract before COS

VIII. SPA Technical Assistance

The Technical Assistance PASA available through the SPA program includes:

SPA/TA - Community Development Funds; PC 22

SPA/Health TA - Health Funds; PC 29

SPA/TA funds are available to all posts with a current MOU. The purpose of technical assistance funds is to deliver programming and technical assistance in support of community based development efforts supported by the SPA in-country project activity funds. These activities must lie beyond the primary skills of the participants.

Types of technical assistance specified in the PASA include, but are not limited to:

Project Design and Management Workshops for PCVs and counterparts

Consultancy exchanges between countries

Technical training and programming events

SPA country evaluations

SPA program consultations with PC and USAID staff

These activities must fulfill at least one of the following intents:

Provide in-country and regional training

Use technical assistance resources within the country or region, HCNs when possible

Build long-term, in-country programming and training capacity
Develop skills of PCVs and HCNs to carry out individual activities they have designed or will design after training

Advise on SPA projects and activity design

Take advantage of visits by consultants who could offer technical assistance and whose visits are funded by other sources

These activities should be targeted for:

ICNs, PCVs, PCV counterparts or PC staff

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The SPA Program office in the Office of Training and Program Support manages the technical assistance funds. Requests for technical assistance may come from: the field, OTAPS, AID and the regions. The SPA Program office solicits TA requests on a quarterly basis and compiles the requests for review by the review committee composed of AID, region and sector staff. However, requests for technical assistance can be submitted at any time directly to SPA/OTAPS.

Uses of SPA/TA funds

SPA/TA can fund training activities at the community or Peace Corps Volunteer level. SPA/TA can fund Host Country National, third country, or American technical specialists, trainers or programmers to work with communities, Peace Corps Volunteers and Staff in developing and implementing community activities.

SPA/TA has funded consultants to assist in developing opportunities for community self help projects. SPA/TA provides funding to prolong the visit of consultants whose visits were initially funded by other sources to offer technical expertise to communities and Peace Corps Volunteers in SPA activities.

To Request SPA/TA funds

To use SPA/TA funds, the requesting Peace Corps post sends a cable or fax to SPA/OTAPS. (Sample cable formats and TA proposal preparation sheets are found in the Appendix). The proposal must contain adequate technical and budgetary information to allow the Technical Assistance Review Committee to make a decision regarding funding. It must explain the Peace Corps or community contribution to the activity, the proposed schedule, and the names and credentials of the technical specialists or trainers to be used (or the necessary background if OTAPS is to provide the specialist). **The proposal must show how the technical assistance will effect the development or implementation of community projects.**

Requests for technical assistance are approved by the Technical Review Committee composed of both Peace Corps and A.I.D. representatives. Peace Corps committee members include training officers from the Regions, OTAPS sector specialists and SPA/OTAPS staff. Proposals are considered not only in light of SPA technical assistance guidelines, but also for their technical merit. Care should be taken to ensure that all requests contain the complete range of information outlined in the quarterly technical assistance request cable, a copy of which is included in the appendix to this Handbook. Incomplete proposals are held over by the committee for more information and their approval is thus delayed.

TA Approval Criteria

All technical assistance requests will be reviewed against the following criteria by the Technical Review Committee:

1. Activity must be in support of small self-help projects within the broad area of community development.
2. Activity must not be in support of primary job skills development, for example, building teaching skills for teachers or construction skills for construction workers.
3. Activity must not support regularly scheduled (i.e. annual, bi-annual) events in a given country with the exception of the SPA Project Design and Management (PDM) Workshops.
4. Proposal must be technically sound.
5. Activity must include host country nationals and PCV counterparts as primary beneficiaries.
6. When using personal service contractors (PSCs), PC post must strive to use host country national local hire PSCs.
7. If no local hire PSC is available and a US or third country PSC is required, a host country national PSC must be included in the proposed activity to work with the outside consultant so that long-term, in-country programming or training capacity is built.
8. Once a US or third country PSC has provided SPA-funded programming or training assistance to a post for a PDM or other activity, it is expected that the host country national co-trainer for the previous event will be the lead trainer when the same training is repeated at post.
9. Budget must show a reasonable PC post and/or host government agency contribution to the proposed activity. We strongly recommend post cover all PCV and PC staff related costs and clearly demonstrate this in the budget.
10. Activity must be proposed giving a reasonable lead time for review and approval, ideally one quarter in advance of the event.

Those posts not submitting final reports for SPA-funded activities may not receive future TA funding until reporting requirements are met.

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Budget Authority

Funding is provided via budget authority, which is transferred by SPA/OTAPS to the Peace Corps post. Budget authority cables provide the Peace Corps post with a purpose code to use when obligating documents. This purpose code must be used in conjunction with the post's location code. This country location code is the same code that is used for all country obligating documents. It is essential to use the correct country code to ensure that Peace Corps/Washington is billing AID in the correct manner.

Technical Assistance Reporting

Each PC post which receives TA under this program is required to submit final programmatic and financial reports to SPA/OTAPS. The final programmatic report will include what was accomplished, what self-help efforts were fostered by TA, recommendations for follow-up, and an evaluation of the provider of the assistance. The final fiscal report will reflect actual expenditures and unused budget authority will be withdrawn.

AMENDMENT NO. 1
TO THE
MEMORANDUM OF UNDERSTANDING
BETWEEN THE
AGENCY FOR INTERNATIONAL DEVELOPMENT
AND THE
PEACE CORPS
ON THE
SMALL PROJECT ASSISTANCE (SPA) PROGRAM

WHEREAS the Agency for International Development (A.I.D.) and the Peace Corps (PC) entered into a Memorandum of Understanding, signed by A.I.D. on January 31, 1991 and by PC on February 19, 1991 (the MOU), which set forth the procedures under which A.I.D. and PC will implement the Small Project Assistance (SPA) Program; and

WHEREAS A.I.D. and PC desire to amend the MOU to authorize SPA activities in countries which receive assistance from A.I.D. but which do not have a permanent A.I.D. presence;

NOW, THEREFORE, A.I.D. and PC hereby agree as follows:

SECTION 1. Authority. Section II of the MOU is hereby amended by deleting the words "Science and Technology (S&T)" from the second sentence thereof and by inserting the words "Research and Development (R&D) to" in lieu thereof.

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SECTION 2. Responsibility. Section III of the MOU is hereby amended by adding the following sentence thereto:

"In the event that there is no A.I.D. Mission or Office located in a particular participating country, then the process for approval of SPA activities in that country shall be determined by the principal PC officer in the country and the A.I.D. official responsible for such activities in such country."

SECTION 3. Implementation. Section V of the MOU is hereby amended to read as follows:

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"V. IMPLEMENTATION

A. General Authority: The SPA Program will be undertaken pursuant to existing A.I.D. agreements with cooperating governments. However, to ensure that recipient country governments have adequate notice of the program, the appropriate A.I.D. or Peace Corps officer will be responsible for informing the appropriate host-government officials about the program.

B. SPA Program Country Agreement: The principal A.I.D. and PC officials at each participating post or, if A.I.D. has no permanent presence in the country, the appropriate A.I.D. official, must execute annually an SPA Program Country Agreement specifying the total level of the SPA Funds agreed upon for the country. The agreement should also define, to the extent

asible, the programmatic, operating and reporting procedures to used in the implementation of the SPA Program.

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Obligation of Funds: No later than September 30 of each year, a joint PC/A.I.D. communication for each country, setting forth the proposed funding level for SPA for the following calendar year, shall be submitted to SPA/OTAPS. During the first quarter of each fiscal year, SPA/OTAPS shall submit to each A.I.D. Regional Bureau in Washington, through the A.I.D. PC Coordinator, an Agency-wide funding request based on the proposed levels in the joint PC/A.I.D. communications. The A.I.D. Regional Bureaus shall then determine the levels for each country that will be funded, and so advise the A.I.D. PC Coordinator, who will then transmit this information to SPA/OTAPS. SPA/OTAPS will then notify the principal PC officer in each country. Upon such notification, the principal PC officer and the appropriate A.I.D. official for each country will then sign a memorandum of understanding for the approved level of funding. Funds for the SPA program will be provided by the A.I.D. Regional Bureaus to A.I.D.'s Bureau for Research and Development (A.I.D./R&D).

funding for the two components of the SPA program -- the SPA Fund and the SPA Technical Assistance Fund -- will be obligated by A.I.D./R&D through the SPA PASA with PC/W, upon transfer of the appropriate agreed upon funds from the Geographic Bureaus to R&D,

and administrative allocation of any R&D funds to be applied to the program.

Budget authority for disbursement of SPA funds and responsibility for financial management of the SPA program will be transferred to each participating PC post annually by the SPA program Coordinator in PC/W upon receipt of the executed SPA memorandum of understanding by SPA/OTAPS. Funds transferred to post will be available for sub-obligation until the end of the calendar year.

D. Selection of SPA Individual Activities (Grants): Proposals for individual SPA activities must in all cases be developed by PVCs in conjunction with local community organizations or groups and will be selected by the principal PC officer in accordance with the SPA Program Guidance and Procedures.

For each SPA activity selected for funding, PC will be responsible for completing the Individual Activity Agreement (IAA), the Activity Completion Notification (ACN) and other documentation required by the SPA Program Guidance and Procedures.

E. Administrative Training: With the concurrence of the appropriate A.I.D. officer, Peace Corps/W will

provide short-term administrative training to PCVs and staff designated as SPA Coordinators and/or Administrators in order for them to carry out more effectively their responsibilities in support of SPA activities.

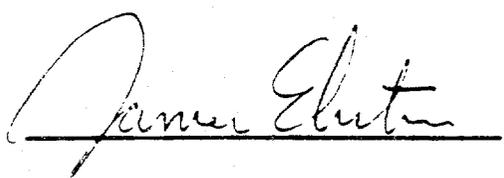
F. Project Design and Management Workshops: With the concurrence of the appropriate A.I.D. official, PC/W shall offer training workshops on an individual country or regional basis to PCVs and their host-country counterparts and to PC and A.I.D. staff, to stimulate the development and implementation of well-designed and managed, effective community-level SPA projects.

G. SPA Technical Assistance: In accordance with the SPA Program Guidance and Procedures, PC/W will provide programming and technical assistance to PC staff and PCVs and their host-country counterparts to facilitate the development and implementation of community-level projects supported by the SPA grant fund. All requests for SPA technical assistance shall be approved by a review committee composed of both PC/W and A.I.D. staff in Washington.

H. Reporting Requirements: PC shall provide A.I.D. with such program and financial reports at such intervals as specified in the SPA Program Guidance and Procedures.

I. Evaluation: A comprehensive independent program evaluation shall be performed in FY 1994 to provide recommendations for future SPA programming. The scope of work for the evaluation shall be developed collaboratively by A.I.D. and PC."

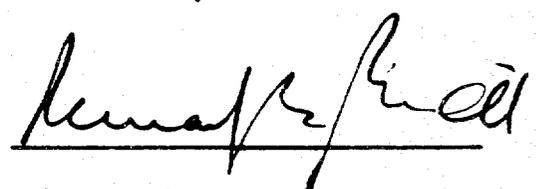
SECTION 4. Effect of Amendment. The MOU, as modified by this Amendment No. 1, shall remain in full force and effect except as expressly modified or amended hereby.



James Ekstrom
Director, Office of Training
and Program Support (OTAPS)
Peace Corps

3-26-92

Date



Richard E. Bissell
Assistant Administrator
Bureau for Research and
Development

A.I.D.

3/22/92

Date

SMALL PROJECTS ASSISTANCE AGREEMENT
BETWEEN THE AGENCY FOR INTERNATIONAL DEVELOPMENT/COUNTRY
AND THE PEACE CORPS/COUNTRY

I. PURPOSE

The purpose of this Agreement between the Peace Corps (PC) and the Agency for International Development (A.I.D.) is to set the funding level for the Small Projects Assistance (SPA) program in COUNTRY during **calender yearXX**. USAID and Peace Corps in COUNTRY have agreed that the funding level for SPA shall be USD ***** **for calender year XX** and which amount has been previously obligated through a Participating Agency Service Agreement between A.I.D. and Peace Corps/Washington as per SPA Guidance. Approved disbursement procedures for the SPA Program in COUNTRY shall be as set forth in Individual Activity Agreements (IAAs).

The SPA Program is designed to encourage and support community self-help efforts by providing funding for local projects which have an immediate impact at the community level. Additionally, the program should foster program collaboration between A.I.D. and Peace Corps Staff and Volunteers in helping to solve COUNTRY's development problems.

II. AUTHORITY

SPA projects are authorized by and must be conducted within the terms of the Foreign Assistance Act of 1961, as amended (the "FAA"). Individual activities must meet the approval criteria set forth in the attached SPA Guidance.

III. GOVERNING PROVISIONS

The Peace Corps agrees to provide the services outlined in Appendix A, the "Memorandum of Understanding between A.I.D. and PC on the Use of Small Project Assistance (SPA) Funds", dated January 28, 1983 and "SPA Program Guidance and Procedures" (Appendix B).

IV. PERIOD OF PERFORMANCE

This MOU shall be effective upon signature until the end of the **calendar year** for which it is signed. Funding for activity undertaken during this period may be disbursed for a one year period starting with the effective date of the Individual Activity Agreement (IAA).

XXXXXXXXXXXXXXXXXXXXXXXXXX
Peace Corps Country Director
United States Peace Corps

XXXXXXXXXXXXXXXXXXXXXXXXXX
Principal USAID Representative
United States Agency for
International Development

IPBS TO BUDGET AUTHORITY

STEP 1.....THE IPBS WORKSHEET

Before IPBS submission discuss coming fiscal year SPA Regular and SPA Health Grant funding needs with A.I.D. Mission and document agreed-upon funding level on IPBS Work Sheet.

Discuss coming fiscal year Technical Assistance Grant needs for PDM's and HCN training and include agreed-upon funding level on the IPBS Work Sheet.

STEP 2..... THE JOINT PC/AID CABLE

By no later than September 30, PC post with AID Mission sends a cable to SPA/OTAPS reaffirming or adjusting the IPBS SPA Regular, Health, and Technical Assistance grant funding request.

STEP 3.....THE SPA/OTAPS REQUEST TO A.I.D.

At the beginning of the fiscal year, SPA/OTAPS compiles requests on a regional basis and provides them to A.I.D. Geographic Bureaus with copies of the joint cables.

STEP 4.....THE A.I.D. RESPONSE ON SPA FUNDING

When A.I.D. receives its budget, Geographic Bureaus advise SPA/OTAPS of funding level allowed for each country.

STEP 5.....SPA/OTAPS ADVISE TO POSTS

When funding level information is received from A.I.D., SPA/OTAPS will advise each post of the amount it will receive.

STEP 6.....SIGNING THE SPA MOU

When the Post receives its funding levels, it signs a SPA MOU citing Regular and Health grant levels with A.I.D. and forwards it to SPA/OTAPS.

STEP 7.....SPA BUDGET AUTHORITY

When the signed MOU is received, SPA/OTAPS issues post budget authority for its regular and health grant funds. Budget authority for TA activities are issued only after individual proposals are reviewed by the review committee.

Small Projects Assistance (SPA) Worksheet - IPBS

Please estimate your budgetary needs for SPA activities. Figures submitted on this form should be the result of preliminary discussions with your AID Mission.

I. SPA grants for community self help activities implemented by PCVs and community groups (SPA projects):

SPA (Regular)	PC 41	=
SPA/Health	PC 28	=
		TOTAL = \$

II. TECHNICAL ASSISTANCE GRANT FUNDS

A. Project Design and Management Workshops. SPA would like to project funding needs for PDM Workshops during the next FY. In order to assist us in developing our budget, please itemize in-country costs:

Planned for which Quarter (please specify) ?	I	II	III	IV
Do you need a USPSC trainer (please indicate)?			Yes	No
Specific language skills required?				
Local consultant fees # days @ \$\$ per day		=		
Local consultant per diem # days @ \$\$ per day		=		
PCV: travel				
Per Diem: # of PCVs x # days @ \$\$ per day		=		
HCN: travel				
Per Diem: # of HCNs x # days @ \$\$ per day		=		
Supplies		=		
Facility rental		=		
Other		=		
				TOTAL = \$

B. HCN participation in PCV In-service Trainings. These are ISTs in which you would like to include Host Country Nationals (Primary skill training cannot be funded):

Total number of events which will include HCNs	
Event: _____ Quarter: _____	
Total number of HCNs included in ISTs	
HCN: travel	=
Per Diem: # of HCNs x # days @ \$\$ per day	=
TOTAL = \$	

All funding request must be confirmed in a joint PC/AID Cable by no later than September 30. Figures in the joint cable will be used to prepare the annual SPA funding request.

Individual Activity Agreement

Cover Sheet

A. Total Budget Request (Detailed budget is attached) local currency _____ exchange rate _____ U.S.\$ _____

B. A.I.D./ P.C. Accounting Data

Appropriation: Project Number: Budget Allowance: IAA Number:

Fiscal Year Funds: IAA Project Title:

Primary Project Classification:

Food Production Health Small Business Development Income Generation Environment/Conservation Education Water/Sanitation Other:

C. Maximum Dollar Amount of U.S. Grant:

D. Activity Implementation Period ___/___/___ to ___/___/___ mo. day yr. mo. day yr. PCV Close of Service date ___/___/___ to ___/___/___ mo. day yr. mo. day yr.

E. Terminal date for issuance of implementing documents, no later than 12 months after date of agreement: _____

F. Authority: This Individual Activity Agreement is executed pursuant to the authority of the Bilateral Agreement between the Government of _____, dated ___/___/___ and in accordance with the Foreign Assistance Act of 1961, as amended.

G. IN WITNESS WHEREOF, the (COMMUNITY ORGANIZATION) and Peace Corps, pursuant to the terms and conditions of the Bilateral Agreement mentioned above, each acting through its respective duly authorized representative, have caused this Individual Activity Agreement to be signed in their names and delivered as of this date and year.

Best Available Copy

Community Organization Official Title: Title: Authorized Peace Corps or AID Officer

Date: Date:

H. Concurrences (where applicable)

Checklist

The attached project:

- Is community initiated and directed.
- Is part of a self help effort to address a community need.
- Has clearly defined activity objectives.
- Has a "capacity" building component.
- Has significant community contribution.
- Is scheduled for completion within one year of commencement.
- Demonstrates community's awareness that SPA projects must not encourage continued reliance on U.S. assistance.
- Shows community's commitment and ability to cover any recurring costs.
- Shows a complete and realistic budget.
- Has suitable land or cleared lot for the activities.
- Has sufficient manual labor.
- Utilizes locally available raw materials.
- Has specific indicators and a process for monitoring project progress.
- Has an evaluation method and plan.

Best Available Copy

I (we) have reviewed the attached proposal (visited the site) and certify that it is well planned, accurately budgeted, and has the approval of the proper level leaders and government officials.

(APCD, DIR, SPA REVIEW COMM.)

DATE

REQUEST FOR FUNDING FOR : -----

Name of Community Group: -----

Total Project Cost \$ -----

Total SPA Request \$ -----

Community Contrib. \$ -----

PROJECT DESCRIPTION

A. Specific Problem to be Addressed: Include who identified the problem and the causes.

B. Proposed Solution:

C. Project Objectives: Specifically what activities will be undertaken.

D. Expected Outcomes:

Number of Beneficiaries -

New Skills Introduced -

Actual Changes -

Production Estimates -

E. Background Information: Community demographics -

History of Community Group Involved - (size, legal status, leadership, capacity to manage project, previous activities)

F. Monitoring Indicators: How will the monitoring be conducted?

H. Evaluation Plans:

Who will conduct the evaluation?

What will be evaluated?

I. What technical assistance, if any, will be needed for this project?

J. Comments:

K. Budget Submission:

Item	Quantity	Price	Total
------	----------	-------	-------

Total Project Cost \$U.S. _____

Community Contributions \$U.S. _____

Community In-Kind Contributions

Net Request \$U.S.

Standard Provisions for
Special Development Assistance

Article I; The United States will extend funds to _____ who will carry on operations to implement this agreement in accordance with the applicable laws and regulations of the United States Government.

_____ understands that a condition of this agreement is that the members of _____ will refrain from the manufacture, distribution, possession or use of any narcotic while conducting activities described in this agreement. Each member of _____ has certified that they are aware of, and will abide by this condition.

Article II. The United States and the _____ (the "parties") have the right at any time to observe operations carried out under this agreement. During the term of an activity under this agreement and until three years after the completion of the activity either party shall also have the right (1) to examine any property through financing by that party under this agreement, wherever such property is located, and (2) to inspect and audit any records and accounts with respect to funds provided by, or any properties and contract services procured through financing by, that party under this agreement, wherever such records may be located and maintained. In arranging for any disposition of any property procured through financing by the other party under this agreement, each party shall assure that the rights of examination, inspection, and audit described in the preceding sentence are reserved to the party which did the financing.

Article III. Any property furnished through financing under this agreement shall be used only for the Activity until the Activity is completed and thereafter shall be used only to promote the objectives of the Activity, unless otherwise agreed by the United States Government.

_____ shall offer to return to the United States Government, or to reimburse the United States for, any property which it obtains by grant funds given by the United States Government under this agreement and which is not used for the Activity as agreed to in the preceding sentence.

Article IV. The Individual Activity Agreement (the "IAA") will enter into force when signed. All or any part of the assistance provided herein may be terminated by either party by giving the other party 30 days written notice of intention to terminate the agreement. Termination of the IAA shall terminate any obligation of the two parties, except for payments which they are committed to make pursuant to noncancellable commitments entered into with third parties prior to termination of the IAA. It is expressly understood that all implementing documents, such as purchase orders, requisitions, and procurement actions, must be initiated under this agreement by the agreed upon terminal date, but not later than one month from the effective date of the agreement, otherwise the cancellation provision stated in the preceding sentence will automatically become effective without the necessity of a written advance notice of intent to cancel.

Article V. This agreement may be amended in writing at any time by joint agreement of the parties.

Best Available Copy

INDIVIDUAL ACTIVITY AGREEMENT
ABSTRACT FORM

COUNTRY: _____ IAA #: _____

PROJECT TITLE: _____

COMMUNITY GROUP: _____

PCV NAME: _____

ACTUAL NUMBER
OF BENEFICIARIES: DIRECT # _____ INDIRECT # _____

IMPLEMENTATION PERIOD: FROM _____ TO _____
PRIMARY PROJECT CLASSIFICATION: _____ FOOD PRODUCTION _____ HEALTH
_____ INCOME GENERATION _____ SMALL BUSINESS DEVELOPMENT
_____ ENVIRONMENT/CONSERVATION _____ WATER/SANITATION
_____ EDUCATION _____ OTHER

SECONDARY IMPACT AREA: (FROM ABOVE) _____

SPA CONTRIBUTION: \$USD _____

COMMUNITY CONTRIBUTION:	CASH (\$USD)	\$	_____
(BREAKDOWN IN USD)	IN-KIND LABOR	\$	_____
	IN-KIND MATERIALS	\$	_____
	IN-KIND LAND	\$	_____

TOTAL PROJECT COST: \$USD _____

PROBLEMS ADDRESSED: _____

OBJECTIVES: _____

EXPECTED OUTCOMES: PRIMARY -
TECHNICAL SKILL IMPROVEMENT/INCREASED PRODUCTION _____
IMPROVED HEALTH/HYGIENE _____ INCREASED INCOME _____
COMMUNITY/GROUP DEVELOPMENT _____

SECONDARY- (FROM ABOVE) _____

SPA FUNDS USED FOR:

Activity Completion Notification (ACN)

CV Name: _____ Peace Corps Country _____

Activity (IAA) Number: _____

Project Title: _____

Date Activity Began ____/____/____ Date Completed ____/____/____

Initial SPA amount: (US \$) _____ or (local) _____
exchange rate: ____/\$1.00

. How satisfied are you with the completed activity?

Completely Satisfied Somewhat Satisfied Not at all Satisfied

3-----2-----1-----0-----1-----2-----3

. How satisfied are the activity beneficiaries with the completed activity?

Completely Satisfied Somewhat Satisfied Not at all Satisfied

3-----2-----1-----0-----1-----2-----3

. List the major reasons you are satisfied or not satisfied with the completed activity.

. Were the goals at the time of activity completion the same as the initial activity goals? Yes _____ No _____

Please describe any changes in the goals, as well as the necessity for the changes.

. What did SPA funds purchase?

Supplies and Materials:

Other:

6. In the space below please describe:

A) What new item(s) is currently being produced and/or what new skill has been introduced.

B) What has physically changed as a result of this activity?

C) Unexpected outcomes.

D) Major problems encountered in activity implementation.

E) Suggestions to others interested in similar activity.

7. How many community members participated in this activity? ___
How many people benefitted from it? ___

8. Please describe any plans which will insure that the activity beneficiaries will be able to cover any recurring costs of the activity.

Quarterly Report Format - Completed

DATE	IAA NUMBER	PCV	NAME OF PROJECT	AMOUNT COMMITTED
JAN 03 92	H92-493-005	Barbara Saloway	Materials for Health Education	\$512.
JAN 07 92	92-493-008	Jeffery Fifield	Printing Visual AID Packet	\$700.
JAN 14 92	92-493-009	Mary Ellen Caruth	Photo-voltaic Eletricity	\$2,564.
JAN 17 92	92-493-010	Steve McDonald	Beekeeping Project	\$672.
JAN 23 92	H92-493-006	Kelly Smith	Latrine Building	\$142.
JAN 23 92	H92-493-007	Janet Klepper	Malaria Control	\$2,571.
FEB 05 92	92-493-011	Donna Shanklin	Fish Pond	\$756.
FEB 12 92	92-493-012	Robert Johnson	Integrated Farm Production	\$344.
FEB 14 92	92-493-013	Jim Kelley	Hair Cutting Group	\$545.
FEB 17 92	H92-493-008	Mark Doughtry	Sanitary Food Storage	\$1,562.
FEB 28 92	H92-493-009	Sam Donaldson	Midwife Training	\$567.
MAR 17 92	92-493-014	Carol Davidson	Grain Storage	\$985.
MAR 29 92	92-493-015	Sally Straut	Road Construction	\$562.
			TOTALS	\$12,487.

Department of State

TELEGRAM

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ORIGIN PC-12

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SH8:

NFO LOG-00 /010R

DRAFTED BY: PC/OTAPS: S OLEARY
APPROVED BY: PC/00/OTAPS: JEKSTROM - PC-11949
PC/00/OTAPS: OMCNAMARA PC/00/OTAPS: D WOLFE
PC/00/AFRICA/PTO: MMCLAUGHLIN-INFO PC/00/AFRICA/00: SCHASE-INFO
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P 032257Z OCT 91
FM SECSTATE WASHDC
TO AMEMBASSY ABIDJAN PRIORITY

UNCLAS STATE 328807

TOPEC

INFO 10366 N/A
TAGS 000

SUBJECT: FY 92 BUDGET TRANSFER FOR COTE D'IVOIRE
LOCATION CODE: 681

TO: PCD, APOD/ADMIN, PTO, B AND F OFFICE
FROM: J. JEKSTROM, DIRECTOR/OTAPS
AND USRA VATS, ACTING SPA COORDINATOR

YOUR FY 92 BUDGET HAS BEEN INCREASED FOR
HALF OF SPY/HEALTH FUNDS FROM 7/31/91 MOU
SPA HEALTH ACTIVITY PROGRAM FUNDS

- 1. THIS INCREASE IS UNDER PURPOSE CODE 28
- 2. OTAPS REFERENCE NUMBER 205-3551
- 3. AMOUNT OF INCREASE FOR THIS ACTIVITY: 15000.00 USD
- 4. CUMULATIVE TOTAL OF FUNDS TRANSFERRED FOR PURPOSE CODE 28: 15000.00 USD
- 5. OTAPS CONTACT: SPA COORDINATOR VATSIA
- 6. PER FY 92 SPA MOU

YOUR FY 92 BUDGET HAS BEEN INCREASED FOR:
HALF OF SPY/REGULAR FY 92 FUNDS FROM 8/2/91 MOU
SPA ACTIVITY PROGRAM FUNDS

- 1. THIS INCREASE IS UNDER PURPOSE CODE 41
- 2. OTAPS REFERENCE NUMBER 205-3650
- 3. AMOUNT OF INCREASE FOR THIS ACTIVITY: 25000.00 USD
- 4. CUMULATIVE TOTAL OF FUNDS TRANSFERRED FOR PURPOSE CODE 41: 25000.00 USD
- 5. OTAPS CONTACT: SPA COORDINATOR PATTERSON
- 6. PER FY 92 SPA MOU 3/2/91

THE FOLLOWING IS A LISTING OF ALL FY 92 FISCAL
CABLES TO DATE FOR OTAPS FUNDS UNDER PURPOSE CODE 28:

OTAPS CONTROL NUMBER	AMOUNT	DESCRIPTION
205-3551	15000.00	HALF OF FY 92 SPY/HEALTH FUNDS FROM 7/31/91 MOU

THE FOLLOWING IS A LISTING OF ALL FY 92 FISCAL
CABLES TO DATE FOR OTAPS FUNDS UNDER PURPOSE CODE 41:

OTAPS CONTROL NUMBER	AMOUNT	DESCRIPTION
2053650	25000.00	HALF OF SPY/REGULAR FY 92 FUNDS FROM 8/2/91 MOU

ACTIVITIES FUNDED UNDER THIS AUTHORITY MUST MEET THE

- A) THE ACTIVITY MUST INVOLVE COMMUNITY DEVELOPMENT
- B) THE ACTIVITY MUST BE CONCEIVED AND IMPLEMENTED IN CONJUNCTION WITH A LOCAL COMMUNITY ORGANIZATION OR GROUP
- C) THE ESTIMATED CONTRIBUTION OF SPA FUNDS TOWARD COMPLETION OF THE ACTIVITY MUST NOT EXCEED USD 10,000 PER PROJECT.
- D) THE ACTIVITY MUST BE SCHEDULED FOR COMPLETION WITHIN ONE YEAR OF ITS COMMENCEMENT.
- E) THE ACTIVITY MUST NOT ENCOURAGE RELIANCE ON FURTHER U.S. ASSISTANCE.
- 9. SPA FUNDS, UNDER THIS AUTHORITY, ARE INTENDED FOR:
 - A) THE PURCHASE OF SUPPLIES AND MATERIALS AND FOR THE TRANSPORTATION OF THOSE MATERIALS TO THE WORK SITE.
 - B) SPA/OTAPS APPROVED PROJECT DESIGN AND MANAGEMENT WORKSHOPS
 - C) SPA/OTAPS APPROVED NON PARTICIPATION MEETINGS
 - D) SPA/OTAPS APPROVED TRAVEL AND PER DIEM FOR SPA ADMIN WORKSHOPS.
- 10. THIS BUDGET AUTHORITY IS IN ADDITION TO YOUR REGIONAL BUDGET AUTHORITY. YOU DEVELOP THE FISCAL CODING, OBLIGATE AND LIQ. DATE FUNDS IN COUNTRY USING THE PURPOSE CODE AND YOUR COUNTRY LOCATION CODE. OBLIGATIONS MUST OCCUR DURING FY 92 RPT FY 92.
- 11. IN ORDER TO CONTINUE ELIGIBILITY FOR PARTICIPATION IN SPA, POSTS ARE REQUIRED TO REPORT ALL LIQUIDATIONS MADE BY POSTS ON A QUARTERLY BASIS, 3/15, 6/15, 9/15, AND 9/19. REPORTS MUST USE THE 205 DOCUMENT NUMBER AND PURPOSE CODE PROVIDED BY SPA/OTAPS. EAGLEBURGER

BEST AVAILABLE DOCUMENT

Department of State

TELEGRAM

PAGE 01 STATE 017517 181102Z
ORIGIN PC-10

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INFO LOG-00 /010R

DRAFTED BY: PC/00/OTAPS: JLOVELACE
APPROVED BY: PC/00/AF: JLEACH - PC- 625
PC/00/OTAPS: JEKSTROM PC/00/OTAPS: DWOLFE
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R 181101Z JAN 92
FM SECSTATE WASHDC
TO AMEMBASSY COLOMBO
AMEMBASSY KATHMANDU
AMEMBASSY PORT MORESBY
AMEMBASSY SUVA
AMEMBASSY SANAA
AMEMBASSY RABAT
AMEMBASSY TUNIS
AMEMBASSY ULAANBAATOR

UNCLAS STATE 017517

TOPEC

E.O. 12356: N/A
TAGS: N/A
SUBJECT: SPA TECHNICAL ASSISTANCE REQUESTS THIRD QUARTER
FY 92, DUE FEB 10

TO: ALL PCO'S AND STAFF
FROM: JANE LOVELACE, SPA COORDINATOR

1. REQUESTS FOR TECHNICAL ASSISTANCE FROM THE SPA PROGRAM DURING THIRD QUARTER FY 92 ARE DUE TO THE SPA COORDINATOR NO LATER THAN FEB 10. PLS NOTE THAT ALL SPA/TA FUNDING REQUESTS SUBMITTED IN IPBS MUST BE RE-SUBMITTED AT THIS TIME FOR PC/AID JOINT REVIEW.
2. POSTS ARE STRONGLY ENCOURAGED TO SUBMIT REQUESTS FOR FOURTH QUARTER FY 92 AT THIS TIME. EARLY SUBMISSION FACILITATES A THOROUGH REVIEW AND MORE LEAD TIME FOR LOGISTICS IN SPA/OTAPS AND AT POST.
3. ONLY COUNTRIES WITH AN ACTIVE SPA MOU ARE ELIGIBLE FOR SPA/TA SUPPORT. PLS PROVIDE WITH YOUR REQUEST DATE MOU SIGNED, NAMES OF SIGNATORIES AND MOU FUNDING LEVELS STIPULATED.
4. SPA/TA WILL ONLY SUPPORT REQUESTS WHICH ENABLE PCO'S AND COMMUNITY GROUPS TO IMPLEMENT OR EXECUTE ACTIVITIES FALLING UNDER THE BROAD AREA OF COMMUNITY DEVELOPMENT.

NEW SPA GUIDANCE WHICH CLARIFIES RATHER THAN CHANGES TA CRITERIA WILL BE ISSUED IN LATE JAN/ EARLY FEB. IN INTERIM, USE EXISTING GUIDANCE, ENSURING THAT:

-ACTIVITY DOES NOT SUPPORT PRIMARY JOB SKILLS DEVELOPMENT, I.E. DOES NOT UPGRADE TEACHING SKILLS OF TEACHERS OR CONSTRUCTION SKILLS FOR CONSTRUCTION WORKERS. A SECONDARY PROJECT FOR A PCV WHICH INVOLVES UPGRADING PRIMARY SKILLS FOR PARTICIPANTS DOES NOT MEET CRITERIA.

-ACTIVITY INCLUDES HOST COUNTRY NATIONAL COUNTERPARTS AS PRIMARY BENEFICIARIES IN NUMBERS AT LEAST EQUIVALENT TO THE NUMBER OF PCV BENEFICIARIES.

-HON CO-TRAINERS ARE INCLUDED IN ALL PROPOSALS SO LONG-

BUDGET SHOWS REASONABLE PC POST AND/OR HOST GOVERNMENT CONTRIBUTION. POST CONTRIBUTION SHOULD COVER PCO AND PCO STAFF COSTS.

5. QUESTIONS RAISED IN THE TA REVIEW SHOULD BE PROMPTLY AND FULLY ANSWERED SO DELAYS IN PROJECT APPROVAL DO NOT OCCUR.

6. TAID REGULATIONS REQUIRE SPA/OTAPS TO RECEIVE AND REVIEW FINAL REPORTS FOR ALL SPA-FUNDED TA PROJECTS. APPROVAL OF REQUESTS FROM POSTS WHICH DO NOT PROVIDE FINAL REPORTS IN A TIMELY FASHION MAY BE DELAYED PENDING RECEIPT OF THIS DOCUMENTATION.

7. COUNTRY PROGRAM ASSESSMENTS OR EVALUATIONS MAY BE CONSIDERED FOR FUNDING IF SPA ACTIVITY IN THE SECTORAL AREA UNDER REVIEW AN ELEMENT OF EITHER ACTIVITY WOULD INCLUDE SPA OR SECONDARY PROJECT SUPPORT FOR SECTORAL AND COUNTRY DEVELOPMENT PROGRAM GOALS.

8. HIGHEST PRIORITY WILL BE GIVEN SPA PROGRAM OPERATIONAL ASSESSMENTS OR EVALUATIONS AND PROJECT DESIGN AND MANAGEMENT WORKSHOPS.

9. FOR EACH REQUEST PLS CLEARLY INDICATE THE FOLLOWING:

- TYPE OF ASSISTANCE REQUESTED (FOR EXAMPLE - ST, PCO, PCO CONCISE STATEMENT OF PROBLEM OR NEED TO BE ADDRESSED
- NUMBERS OF BENEFICIARIES - PCO'S, HONS, STAFF
- MEASURABLE OBJECTIVES TO BE MET
- EXPECTED RESULTS OF SUPPORT. BE SPECIFIC HOW ASSISTANCE WILL RESULT IN COMMUNITY SELF-HELP PROJECTS
- LOGISTICAL ARRANGEMENTS: TENTATIVE AGENDA FOR VISIT, PROPOSED DATES, LOCATIONS OR SITES TO BE VISITED ETC.
- OTHER COMMENTS OR INFO PERTINENT TO REQUEST
- SKILLS/QUALIFICATIONS REQUIRED FOR CONSULTANT. NAME OF SPECIFIC US-BASED CONSULTANT YOU WOULD LIKE CONSIDERED MAY BE INCLUDED

10. BUDGET. INCLUDE TRANSPORTATION AND PER DIEM COSTS FOR PARTICIPANTS AS WELL AS CONSULTANTS. IDENTIFY WHAT CONTRIBUTION PCO/COUNTRY OR OTHER AGENCY WILL MAKE CLEARLY INDICATE WHICH ITEMS REQUIRE SPA/TA SUPPORT AND WHICH COSTS WILL BE COVERED LOCALLY.

11. WE LOOK FORWARD TO HEARING FROM YOU. REMEMBER THAT ALL REQUESTS FOR SPA/TA MUST BE REVIEWED BY THE AID PCO PANEL. LATE SUBMISSIONS MAY NOT BE ABLE TO RECEIVE THAT CONSIDERATION AND MAY THEREFORE NOT RECEIVE FUNDING UNTIL LATER QUARTER RECORDS.

WILL BE SENT TO ALL AMEMBASSY/CONSULS FOR INFORMATION AND REVIEW.

BEST AVAILABLE DOCUMENT

Field Request for OTAPS/_____ Support

Country _____

Name/Title Requestor _____

Date of Request _____

Directions for Using Form:

- . Completed form is to be sent to your Country Desk Officer who will forward it to the Sector Specialist.
- . Complete pages 1-3 for assistance from OTAPS Sector Specialist. Complete pages 1-5 for assistance from outside consultant.

- . Type of Assistance Requested (check appropriate activities)

 In-Service Training Feasibility Assessment of Proposed Project Program Evaluation Program Development Other

- 1. Problem/Need to be addressed:

III. Type of support requested:

IV. Measurable Objectives to be met:

A.

B.

C.

D.

V. Expected results of requested support:

VI. Logistics

A. Tentative agenda for visit:

B. Proposed Duration of Requested Assistance:

C. Proposed Dates:

D. Location/s (sites, offices which you will expect consultant to visit):

VII. Other comments/information you feel would assist us in successfully meeting your request.

VI. Consultant(s) Qualifications

Identify specific skills/experience which you feel consultant should possess

a)

b)

c)

d)

e)

VII. Consultant Identification

If you wish to request a specific person, please forward his/her name, address, phone number and resume (if not in Talent Bank). If not, the Country Desk Unit and Sector Specialist will select a well-qualified person from the Bank.

VIII. Budget (information needed if SPA/PASA is requested to support request):

A. Travel

1. Participants (identify by title and number):

PCVs

HCNs

2. Consultants:

a) from U.S. and return to U.S. (roundtrip)

\$ _____

b) from other than U.S. \$ _____

c) in-country

B. Per Diem: show daily amount (using in-country rates) x number of days of the activity:

\$ _____ x _____ days = \$ _____

C. Consultant Fees: use average of _____ per day x number of work days needed for activity (based on 6 day work week).

_____ days x _____ = \$ _____

D. Materials: identify (by name, if possible) any special materials which may be needed

1)

2)

3)

E. PC Country/Other Agency Share: identify what share of the request will be/may be covered by country agencies and/or P.C.

SPA FIELD CALENDAR

FIRST QUARTER

OCTOBER 15	-SPA/OTAPS CABLE TO FIELD RE: TA REQUESTS FOR 2ND QTR.
	-STATUS OF FUNDS REPORT DUE FROM FIELD
NOVEMBER 10	-TA REQUESTS DUE FROM THE FIELD
NOVEMBER 25	-TA REVIEW COMMITTEE MEETING
DECEMBER 1	-SPA/OTAPS RESPONSE TO FIELD ON TA REQUESTS
DECEMBER 31	-QUARTERLY STATUS OF FUNDS REPORT DUE
JANUARY 1	-SECOND QUARTER BEGINS

SECOND QUARTER

JANUARY 15	-SPA/OTAPS CABLE TO FIELD RE: TA REQUESTS FOR 3RD QTR.
	-TA REQUESTS DUE FROM FIELD
FEBRUARY 10	-TA REVIEW COMMITTEE MEETING
FEBRUARY 25	-SPA/OTAPS RESPONSE TO FIELD ON TA REQUESTS
MARCH 1	-IPBS DUE WITH SPA/OTAPS WORKSHEET PROJECTING GRANT REQUEST PER DISCUSSION WITH AID
MARCH 15	-QUARTERLY STATUS OF FUNDS REPORT DUE
MARCH 31	-THIRD QUARTER BEGINS
APRIL 1	

THIRD QUARTER

APRIL 15	-SPA/OTAPS CABLE TO FIELD RE: TA REQUESTS 4TH QTR.
	-TA REQUESTS DUE FROM FIELD
MAY 10	-TA REVIEW COMMITTEE MEETING
MAY 26	-SPA/OTAPS RESPONSE TO FIELD ON TA REQUESTS
JUNE 1	-QUARTERLY STATUS OF FUNDS REPORT DUE
JUNE 30	-FOURTH QUARTER BEGINS
JULY 1	

FOURTH QUARTER

JULY 15	-SPA/OTAPS CABLE TO FIELD RE: TA REQUESTS FOR 1ST QTR.
	-STATUS OF FUNDS REPORT DUE FROM FIELD
AUGUST 10	-TA REQUESTS DUE FROM FIELD
AUGUST 25	-TA REVIEW COMMITTEE MEETING
SEPTEMBER 1	-SPA/OTAPS RESPONSE TO FIELD ON TA REQUESTS
SEPTEMBER 19	-FINAL STATUS OF FUNDS REPORT DUE FROM FIELD
SEPTEMBER 30	-JOINT PC/AID CABLE DUE CONFIRMING IPBS AMOUNTS
OCTOBER 1	-FIRST QUARTER BEGINS

Appendix N.

PASA Background Material

**Current Peace Corps - A.I.D.
PASA Agreements**

PASA Agreements	Goals/ Objectives	Countries Targeted	Funding Provided	Time Frame	Activities Funded	PASA Manager, Peace Corps	PASA Manager, A.I.D.
AIDs Education	To prevent the spread of AIDS through education	All Africa Region countries are eligible. Eight focus countries will be selected over three years	Since 1991, \$900,000	1991 thru 1994	Programming and training consultancies, materials development, PSTs, ISTs and TOTs*	Phyllis Gestrin, Health Specialist, OTAPS	Erin Soto, R&D/Health/ AIDs
ASAP Africa Small Business Assistance Program	To encourage growth in the small business sector in Africa	Ghana, Guinea, Lesotho, Malawi, Togo, Senegal, Sierra Leone, Swaziland	Since 1987, \$309,000	1987 thru 1992	Needs assessments, project designs, evaluations	John Schiller, P&T Chief, Africa Region	Warren Weinstein, AFR/ONI
CCCD Combatting Childhood Communicable Diseases	To reduce death and illness in children and pregnant women, by working on vaccine preventable diseases, and prevention and control of diarrheal diseases and Malaria	Central African Republic, Cote d'Ivoire, Nigeria, Zaire	Since 1983, \$898,955	1983 thru 1992 (on-going)	Programming and training consultancies, ISTs, TOTs,* materials development	Angela Churchill, Health Specialist, OTAPS	Lloyd Fienberg, R&D H/RCSS

BEST AVAILABLE DOCUMENT

PASA Agreements	Goals/ Objectives	Countries Targeted	Funding Provided	Time Frame	Activities Funded	PASA Manager, Peace Corps	PASA Manager, A.I.D.
Child Survival	To improve the health of children in the developing world through improved primary health care and interventions such as growth monitoring, oral rehydration, infectious disease control, immunization and breast feeding	Cameroon, the Central African Republic, Chad, the Dominican Republic, Equatorial Guinea, Ecuador, Guatemala, Guinea, Haiti, Honduras, Malawi, Nepal, Nicaragua, Niger, Pakistan, Papua New Guinea, Paraguay, Sao Tome, Senegal, Togo, Yemen, Zaire	Since 1985, \$1.2 million	1985 thru 1992	Programming and training consultancies, materials development, PSTs, ISTs, TOTs*	Angela Churchill, Health Specialist, OTAPS	Lloyd Fienberg, R&D H/RCSS
Farmer-to-Farmer Program	To increase food production and rural family income by providing technical assistance to PCVs and counterparts in agriculture, fisheries and natural resource management projects	All Peace Corps countries, except the Marshall Islands and Micronesia, are eligible for participation	Since 1987, \$519,460	1987 thru 1992 (on-going)	Technical assistance consultancies, workshops	Catherine Bruder, Program Specialist, OTAPS	Loreta Williams, FHA/PVC/ MGD
Forestry-Natural Resources	To expand the number of qualified and well-trained PCVs serving in Natural Resources assignments	All PC countries are eligible for participation	Since 1980, \$5.2 million	1980 thru 2000	Programming and training consultancies, materials development, PSTs, IST, TOTs*	George Mahaffey, Environment Specialist OTAPS	Dan Dooley, R&D/ENR

PASA Agreements	Goals/ Objectives	Countries Targeted	Funding Provided	Time Frame	Activities Funded	PASA Manager, Peace Corps	PASA Manager, A.I.D.
Guinea Worm Disease Eradication	To eliminate Guinea worm in Africa, through surveillance, community program planning, community health education	Benin, CAR, Cameroon, Chad, Cote d'Ivoire, Ghana, Mali, Mauritania, Niger, Nigeria, Togo	Since 1989, \$641,000	1989 thru 1992	PSTs, ISTs, TOTs,* regional workshops, training materials, project evaluations	Joy Barrett, Water/ Sanitation Specialist, OTAPS	Lloyd Feinberg, R&D H/RCSS
Integrated Pesticide Management	To improve control and application of agricultural chemicals to lower residues in produce and reduce cases of pesticide intoxication. To educate users and producers on the financial and environmental benefits of proper chemical use	Central America: Honduras, Guatemala, Costa Rica, Belize, Panama, and Nicaragua	Since 1991, \$672,000	1991 thru 1994	Needs assessments, programming and training consultancies, materials development	Ken Byrd, Agriculture Sector Specialist, OTAPS	ROCAP Contact
Micro-enterprise Development	To support local microenterprise development activities	Botswana, Costa Rica, Dominican Republic, Fiji, Ghana, Guatemala, Honduras, Jamaica, Kenya, Lesotho, Mali, Pakistan, Poland, Senegal, Western Samoa. Additional countries are selected each year	Since 1988, \$4.3 million	1988 thru 1995	PSTs, ISTs,* programming consultations and materials development	Barbara Brown, Small Business Specialist, OTAPS	Mike Farbman, PRE/SMIL

BEST AVAILABLE DOCUMENT

PASA Agreements	Goals/ Objectives	Countries Targeted	Funding Provided	Time Frame	Activities Funded	PASA Manager, Peace Corps	PASA Manager, A.I.D.
SPA Small Project Assistance	The goal of the SPA program is to provide funding for small self-help efforts which have an immediate impact at the community level. SPA achieves its goals through a combination of Grants and Technical Assistance	All Peace Corps countries, except the Marshall Islands and Micronesia, are eligible for participation	Since 1983, \$6.9 million	1983 thru 1995	SPA funding is available for community development projects in agriculture, food production, forestry, conservation, energy, appropriate technology, nonformal education, small business development and health	Jane Lovelace, SPA Coordinator, OTAPS	Garland Standrod, R&D/PO/AE
WID Women in Development	To provide training to women in small business, natural resource management and community development.	Two countries in InterAmerica region, two countries in Africa region, and one country in PACEM	Since 1991, \$50,000	one year renewable	Workshops and needs assessment	Barbara Ferris, WID Specialist, OTAPS	Mary Fran Freedman, A.I.D./WID

- * PST - Pre Service Training
- IST - In Service Training
- TOT - Training of Trainers

BEST AVAILABLE DOCUMENT