



# **Project Design**

## **for Tropical Agricultural Research and Development**

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## Summary

The Project Design Office was established in 1992 to improve the quality of proposals submitted to donors as well as to increase CIAT's knowledge of donor programs and priorities. It assists program staff in the design of projects and preparation of proposals.

The Project Design Office works closely with the Projects Support Office, Graphic Arts and the Editing section of the Communications Unit. The Project Design Office assists program staff in the initial activities of the project cycle up to approval of the proposal by the donor agency. After that, the Project Support Office takes over and is responsible for contracting with the donor, progress reporting and coordinating any project evaluations with the donor.

The main activities of the Project Design Office include:

- coordination of the proposal preparation process
- training in project design and proposal writing
- donor liaison and documentation

The immediate clients of CIAT's Project Design Office services are the program staff. Secondary clients are consortium partners. The long term beneficiaries are the donors who receive better quality proposals from CIAT.

The principal outputs of the Project Design Office include:

- completion of approximately 30 proposals annually that meet high standards of technical quality and communications effectiveness
- completion of a reference guide and training materials in project design and proposal writing
- trained CIAT program staff in aspects of project design
- establishment of internal CIAT operating procedures for project identification and proposal submissions
- collection of donor documentation resources and establishment of a donor data base

CIAT's approach to project design is based on the logical framework matrix and work breakdown structure which links project activities to project outputs. This is the design approach most commonly used by bilateral donors. This approach facilitates not only project design but also donor progress reporting and evaluation.

The need for improving the quality of CLAT proposals is in response to the increasingly competitive nature of donor funding. Donors are facing flat budgets and increased demands for new programs (e.g., Eastern Europe and the Republics of the former Soviet Union). In addition, there is now an increased number of CGIAR centers. The net result is increased competition.

The Project Design Office is meeting this new competitive challenge by providing training programs for producing high quality proposals; utilizing state of the art desktop publishing equipment and software; and conducting extensive research on donor programs and priorities.

Figure 1

# Responsibilities of the PDO and PSO for Different Parts of the Project Cycle

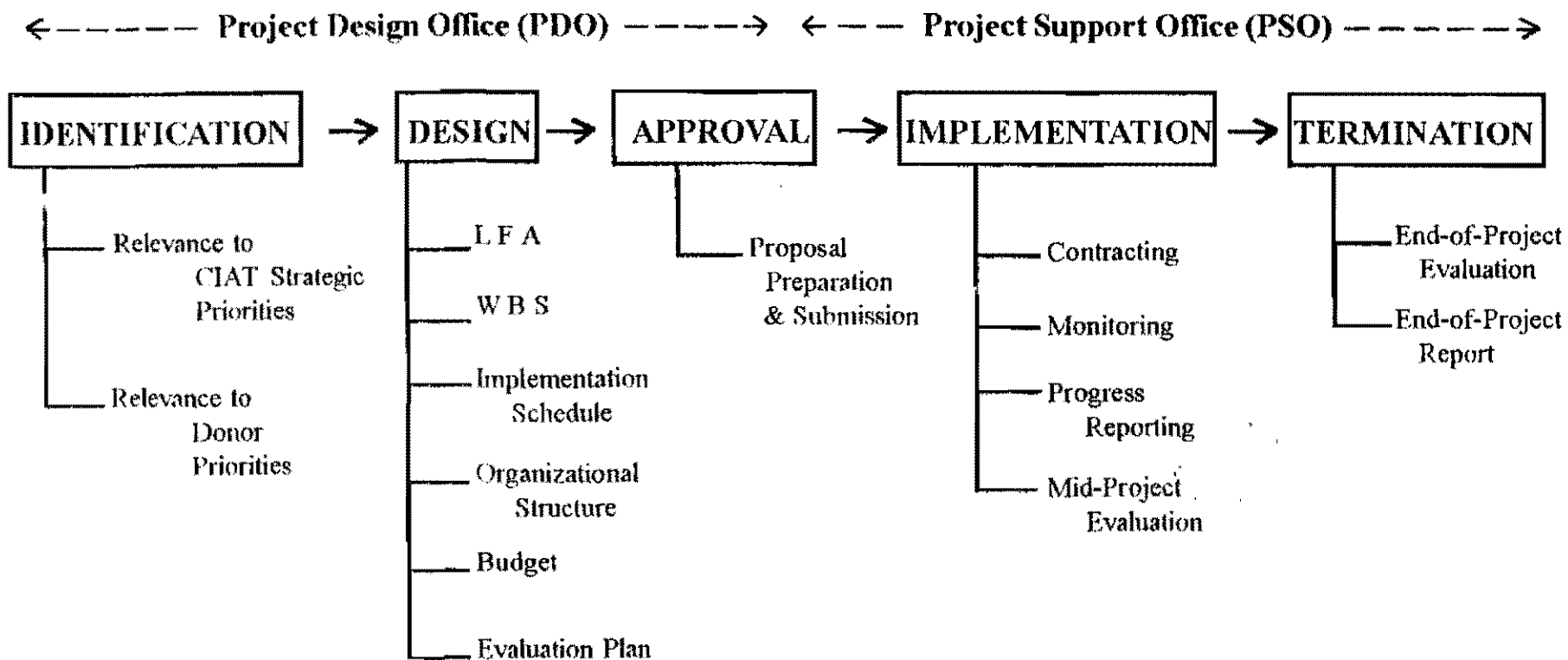
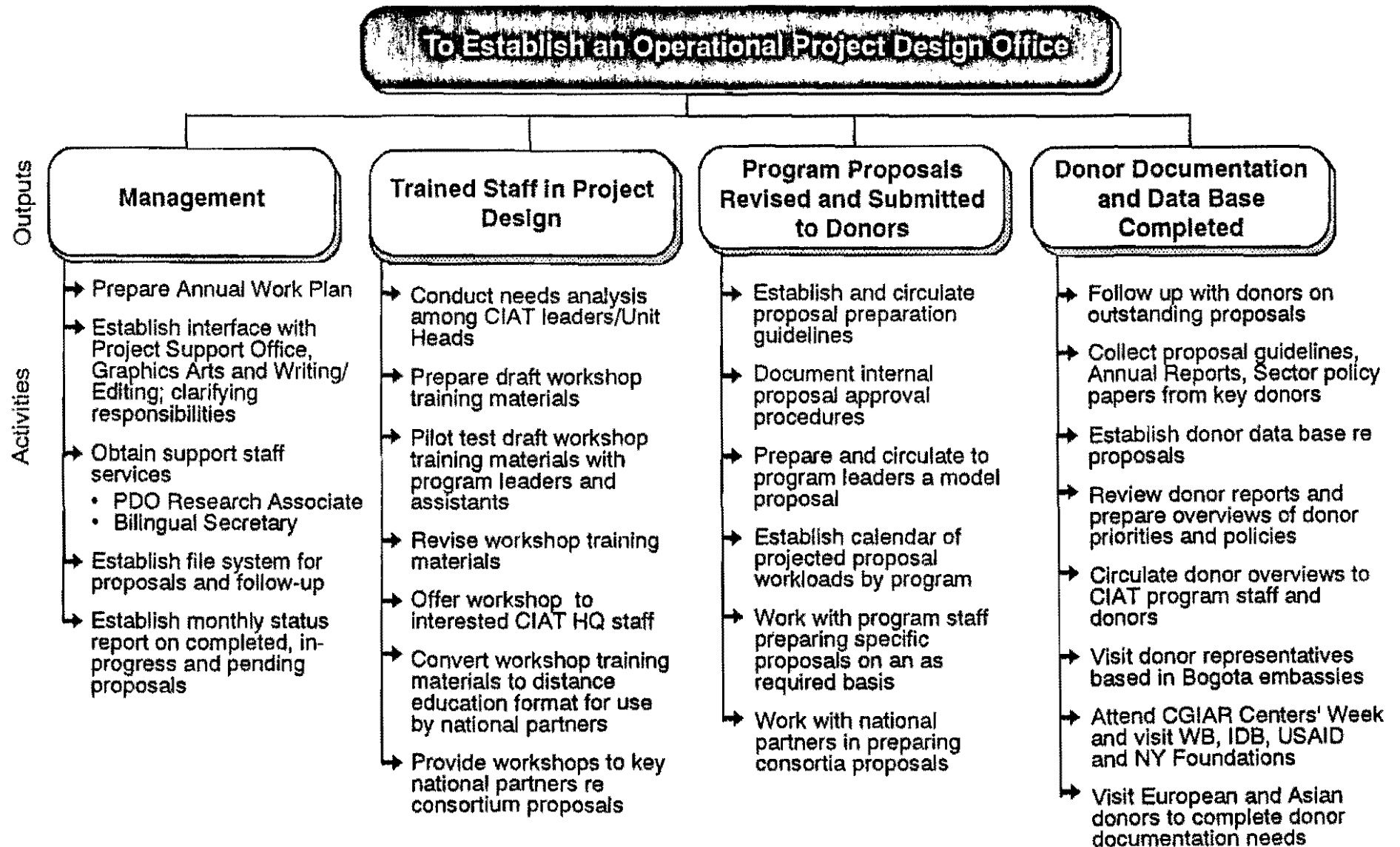


Figure 2

Work Breakdown Structure for Establishment of Project Design Office  
(Activities Linked to Outputs)





### 1.3 Principal Activities Of The Project Design Office

The principal activities and responsibilities of the Project Design Office are illustrated in Figure 2 and include:

#### *Coordination of the Proposal Preparation Process*

- Working with CIAT program staff preparing specific proposals that address donor concerns and which meet high standards of quality both technically and in terms of communications effectiveness.
- Preparing and circulating proposal guidelines to be used by CIAT program staff when the donor has not specified any guidelines to be used.
- Preparing and circulating to CIAT program leaders and unit heads a model proposal in terms of components that should be addressed and page layout/design that should be utilized.
- Establishing internal operating procedures for the approval of project ideas and preparation and review of proposals.
- Establishing a calendar of projected proposal workloads by program.
- Preparing and submitting quarterly workplans for proposal preparation to CIAT Director General for approval.
- Maintaining the files of proposals for both those in preparation and those submitted.
- Maintaining a data base of CIAT proposal management information and preparing monthly management reports on the status of proposals.

#### *Training In Project Design And Proposal Writing*

- Conducting training needs analysis with CIAT program leaders and unit heads.
- Preparing and revising draft training materials for workshops in project design and proposal writing.
- Offering workshops to CIAT staff at HQ on a semi-annual basis.
- Converting workshop training materials on project design to a distance education format (self-study) for CIAT out-posted staff and for use by national partners in project consortia.



## *Donor Liaison And Documentation*

- Following up with donors on outstanding proposals.
- Advising CIAT program staff as to donor project funding opportunities.
- Collecting proposal guidelines, annual reports and sector policy papers from key donors
- Establishing a donor data base as to appropriate contacts for proposal guidelines and submissions.
- Preparing, for CIAT program staff, overview reports of donor priorities, policies and programs based on documentation reviews and visits to donors.

### *1.4 Principal Outputs Of The Project Design Office*

The principal outputs include:

- completion of approximately 30 proposals annually that meet high standards of technical quality and communications effectiveness. (e.g., from March to November 1992, there were 36 proposal ideas identified by the program staff; 12 proposals were submitted to donors requesting a total of \$18 M; six of the 12 proposals were approved; one was not approved; and the remaining five were still under review at the donor agency).
- completion of a reference guide and modular print-based training materials in project design and proposal writing.
- trained CIAT program staff in aspects of project design.
- establishment of internal CIAT operating procedures for project identification and proposal submissions.
- collection of donor documentation resources including annual reports, sector policy papers, proposal guidelines, newsletters, and staff training materials in project design.
- completion of a donor data base identifying relevant donor contacts.

### *1.5 Clients*

The immediate clients of the services of the Project Design Office are CIAT's program staff responsible for project design and proposal preparation. Secondary clients are the project coordinators with CIAT's other partners in a consortium. The long term beneficiaries are the donors who receive better quality proposals from CIAT.

## 1.6 Coordination Of Expertise For Proposals Within CIAT

The Project Design Office is responsible for producing the final version of all proposals where CIAT is the lead partner and which are submitted to outside donors for funding.

In order to ensure that CIAT proposals are of the highest quality, the Project Design Office relies on the assistance of various sections within CIAT including:

- Program Staff - responsible for the technical merits of the proposal and preparing the first draft consistent with donor and PDO guidelines
- Project Support Office - responsible for providing program staff with standard costs for budget items and for arranging the signing off of the budget page by the Financial Controller
- Communications Unit - responsible for editing the final version of the proposal before it is converted to desktop publishing format
- Graphic Arts - responsible for producing the illustrated front cover of proposals and for providing advice on page layout and illustrations
- Project Design Office - responsible for coordinating the proposal preparation process and ensuring that the proposal addresses major donor concerns

## 1.7 CIAT Procedures For Approving Project Ideas And Proposals

In 1992, the Project Design Office recommended to CIAT's Management Committee a set of procedures for initiating and completing the proposal process. A number of revisions were suggested and consensus was reached that there should be a two stage approval process.

The first stage is approval of the project idea by senior CIAT management before work is actually commenced on a proposal. Project ideas normally originate from those identified in CIAT's Medium Term Plan for the coming 5 year period.

Program staff prepare a brief project profile (see Appendix A) which is then submitted through the program leader to the responsible Deputy Director General and then to the Director General for approval. Once the project idea has been approved then the Director General will usually submit the project profile to a perspective donor to ascertain whether there is interest in receiving a detailed proposal. The steps involved in approving the project idea are graphically shown in Appendix B.

The second stage refers to the preparation of the various drafts and final version of a detailed proposal. The steps involved in this process are outlined in Appendices C and D.

### 1.8 CIAT Approach To Project Design

In 1992, the Project Design Office implemented a new approach to project design which will be utilized for all future proposals for external funding.

This approach is based on a logical framework analysis (LFA) and work breakdown structure (WBS). The approach was developed in the late 1960's and is now used in some form by many bilateral and multilateral donor agencies including:

- United States Agency for International Development
- African Development Bank
- Australian International Development Assistance Bureau
- British Overseas Development Assistance
- Canadian International Development Agency
- Commission of European Communities
- Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)
- Netherlands Directorate General for International Cooperation
- Norwegian Agency For Development Cooperation
- Swedish International Development Agency

Some agencies (e.g., International Development Research Centre) and foundations (e.g., Ford) do not use the LFA/WBS approach to project design. However, it is recommended that even when it is not a formal requirement of these agencies, CIAT should whenever possible, use the LFA/WBS approach in its project design and proposal documents.

The advantage is that the LFA gives a convenient overview of the project in a single page and the WBS provides a clear understanding of the major project activities related to outputs due to its graphical presentation.

An example of the logical framework matrix is shown in Appendix E and a Work Breakdown Structure is illustrated in Appendix F. The Project Design Office has recommended that the scientist first prepare the LFA which specifies the goal, purpose, outputs, inputs, indicators and critical assumptions. Once the outputs have been specified, this then provides the basis for preparing the Work Breakdown Structure. The scientist then groups activities around specific outputs.

Many donor agencies now require financial and progress reporting by activity. Evaluation is also related to activities as well as to the accomplishment of the project outputs as identified in the LFA.

The advantage for CIAT in adopting this particular approach is that it facilitates not only design but also donor reporting and evaluation.

While this approach represents a departure from CIAT's traditional way of designing projects and preparing proposals, it should facilitate the review of project documentation by donors and thus help make CIAT more competitive.

The challenge during the coming medium term plan period is to ensure that CIAT program staff receive sufficient support from the Project Design Office to feel comfortable in utilizing this approach. This will be accomplished by providing program staff with reference and training manuals, on-the-job training in project design and proposal writing, and practical workshops.

## **2.0 The Donor Context For The CGIAR System And CIAT Proposals**

### **2.1 Official Development Assistance (ODA)**

A list of the major donors of official development assistance in terms of total aid is shown in Appendix G. A comparison of donor aid in terms of relative burden (aid as a % of GNP) is shown in Appendix H. The regional distribution of ODA by major donor is shown in Appendix I. The use of aid by major purpose (including the agricultural sector) is shown in Appendix J.

During the early 1980s, many of CIAT's donors were experiencing large annual increases in their aid budgets. Donors would frequently suggest to CIAT an area for the submission of a proposal. For many years, CIAT was basically being sole-sourced for a project and was not submitting proposals for a competition. In this context, as long as CIAT proposals met some basic technical considerations, they were generally acceptable by the donors.

Today, however, donor funding is not increasing in any significant way on an annual basis. Donor countries face large deficits at home which are aggravated by the economic recession. Aid agencies are receiving flat budgets or in some cases nominally increasing budgets (see Appendices K and L). The increase is usually not sufficient to offset inflation and this results in the grants being allocated for development projects being insufficient to keep up with inflation.

This is at a time when there are also competing demands on the existing donor funding to start new programs (e.g., for Eastern Europe, the republics of the former Soviet Union, Somalia). In addition, donor funding for the CGIAR system is now expected to fund an increased number of international agricultural research centers.

The net result is that CIAT can no longer expect to be sole-sourced for many of its proposals. Instead, CIAT will be competing to a much greater extent with other research centers and academic institutes. This will be the case where not only CIAT is the lead partner with a donor but also for cases where CIAT is a consortia member with NARS or a university in one of the donor countries.

## 2.2 Implications Of Donor Funding For CIAT Proposals

Donors receive a large number of proposals (e.g., up to 100 for a single competition). To catch the attention of the donor evaluators, it is essential for CIAT to prepare outstanding proposals, both in content and presentation.

This means that CIAT proposals must have:

- **technical quality** in terms of the definition of the problem; the project rationale and developmental relevance; the scientific competence of the research team; and the proposed solution or methodology to solve the problem
- **comprehensiveness** in terms of addressing the major areas donors expect to see in any proposal (e.g., project management and organization, implementation schedule, reporting requirements, evaluation plan, budget, qualifications of the project team, relevant prior institutional project experience)
- **clarity and conciseness** in how the proposal is written
- **visual impact** in terms of page layout, illustrations and graphics presentation so as to make it easy for the reader to follow the text.

## 2.3 Guidelines For Preparing Proposals

Many bilateral (e.g., BMZ, CIDA, US AID) and multilateral donors (IDB) have specific guidelines for preparing proposals and the guidelines within each agency may differ depending on the program.

While donor guidelines may vary, there are usually common elements or components which virtually all donors expect to find in a proposal.

In 1992, the Project Design Office prepared a set of guidelines (see Appendix M) for preparing proposals for those cases where donors do not supply specific guidelines. The PDO recommended that CIAT should ensure that its proposals contain the following:

- Executive Summary or Abstract
- Background and Rationale
- Project Description
- Implementation Schedule
- Project Organization and Management
- Budget
- Reporting and Project Control
- Evaluation Plan
- Appendices  
(including CVs and CIAT project experience sheets)

Examples of an organization chart, implementation schedule budget format, sample CV and sample CIAT project experience sheets are shown in Appendices N to R inclusive.

**CIAT**

### ***3.0 Challenges For The Mid-Term Plan Period (1993-1998)***

Some of the major challenges facing the Project Design Office include finding new ways to improve the quality of proposals; coping with the increased demand for services; and becoming better informed of funding opportunities with donors.

#### ***3.1 New Ways to Improve the Quality of Proposals***

The technical merit of proposals can be facilitated through a peer review. Current procedures assign the responsibility for the technical merit of the proposal to the program leader. The program leader is expected to circulate draft proposals to several other senior staff (some but not all are likely to be in the same program).

The technical review by program staff will be initially done on an informal basis. At some later date, if it is felt group discussion would be an asset in the review of proposals, then some type of small divisional proposal review committee might be considered.

With reference to quality in terms of communications effectiveness of proposals, CIAT already has made several major advances. CIAT now uses PageMaker desktop publishing software for the preparation of proposals. This software allows different font sizes to be used and also permits images to be merged with text. One challenge will be how to utilize images more effectively in proposals. CIAT is already at the leading edge in this area compared to other centers. With a slide inventory of more than 11,000, there is considerable opportunity for CIAT program staff to ensure that the messages being communicated in proposals are reinforced by relevant pictures.

Maintaining reader interest is an important consideration for proposals. This can be facilitated through the judicious use of color. The challenge is to find a low cost technology that can provide color for small production runs. In order to use lithographic printing, Graphic Arts prefer production runs of a minimum of 500. However, when producing proposals, the Project Design Office may only have a production run of 10. Alternatives to lithographic printing must be explored. It is anticipated that the most feasible solution will include a color post-script printer for producing a master proposal and then outside color photocopying services to produce the multiple copies required.

#### ***3.2 Coping with the increased Demand for Services***

It is anticipated that Project Design Office will be coordinating the preparation of 30 proposals annually. This number will likely grow as core funding for the CGLAR centers remains constant and as donors increasingly turn to relying on competitive bidding rather than sole-sourcing their development projects.

The challenge for the Project Design Office will be to ensure that there are short-term training opportunities for program staff interested in learning more about project design and proposal writing. This will then enable program staff to assume more responsibilities in

project design and proposal preparation. It is also expected that over the next five years, CIAT's programs will be obtaining some desktop publishing software which should facilitate the preparation of proposals.

3.3 Keeping Informed of Donor Opportunities

This is likely to be the most important challenge for the Project Design Office. The first year has been a transitional year in which a framework has been established for the preparation of proposals and operational procedures have been defined. Early in 1993, a training workshop will be offered in the area of project design.

Considerable more effort much be invested in the coming years in donor liaison and documentation. CIAT must become better informed of donor programs and priorities in order to develop a strategy for funding with a specific donor. This requires extensive research and personal contact with the donors on an on-going basis. The results, however, will be the provision of timely information to program staff as to complementary project funding opportunities with our major donors.



# APPENDIX A

## CIAT PROJECT PROFILE

Date:

**Title:**

**Donor:**

**CIAT Project Coordinator:**

**Institutional Collaborating Partners and their Comparative Advantage:**

**Developmental Rationale/Need:**

**Consistency With CIAT Mid-Term Plan & Priorities:**

**Relevance To Donor Priorities:**

**Innovativeness:**

**Intended Beneficiaries:**  
(Target Groups)

**Anticipated Impact:**

**Program Goal:**

(the overall development objective that this project and others are expected to contribute to in the long run)

**Project Purpose:**

(the situation that is hopefully expected to prevail as a consequence of the project)

**Outputs:**

(the results that can be guaranteed by the project as a consequence of its activities)

**Activities (1st Level):**

(actions necessary to transform given inputs into planned outputs within a specified period of time)

**Inputs:**

(the resources to be used in the project in terms of funds, personnel, materials/equipment)  
Total Project Budget:

**Proposed Type of Funding:**

- Unrestricted core                       Restricted Core                       Complementary

**Implementation Period:**

**Evaluation Methodology:** What are the objectively verifiable indicators for measuring effectiveness and efficiency issues?

**Internal CIAT Approvals:**

\_\_\_\_\_  
Program Leader/Unit Head

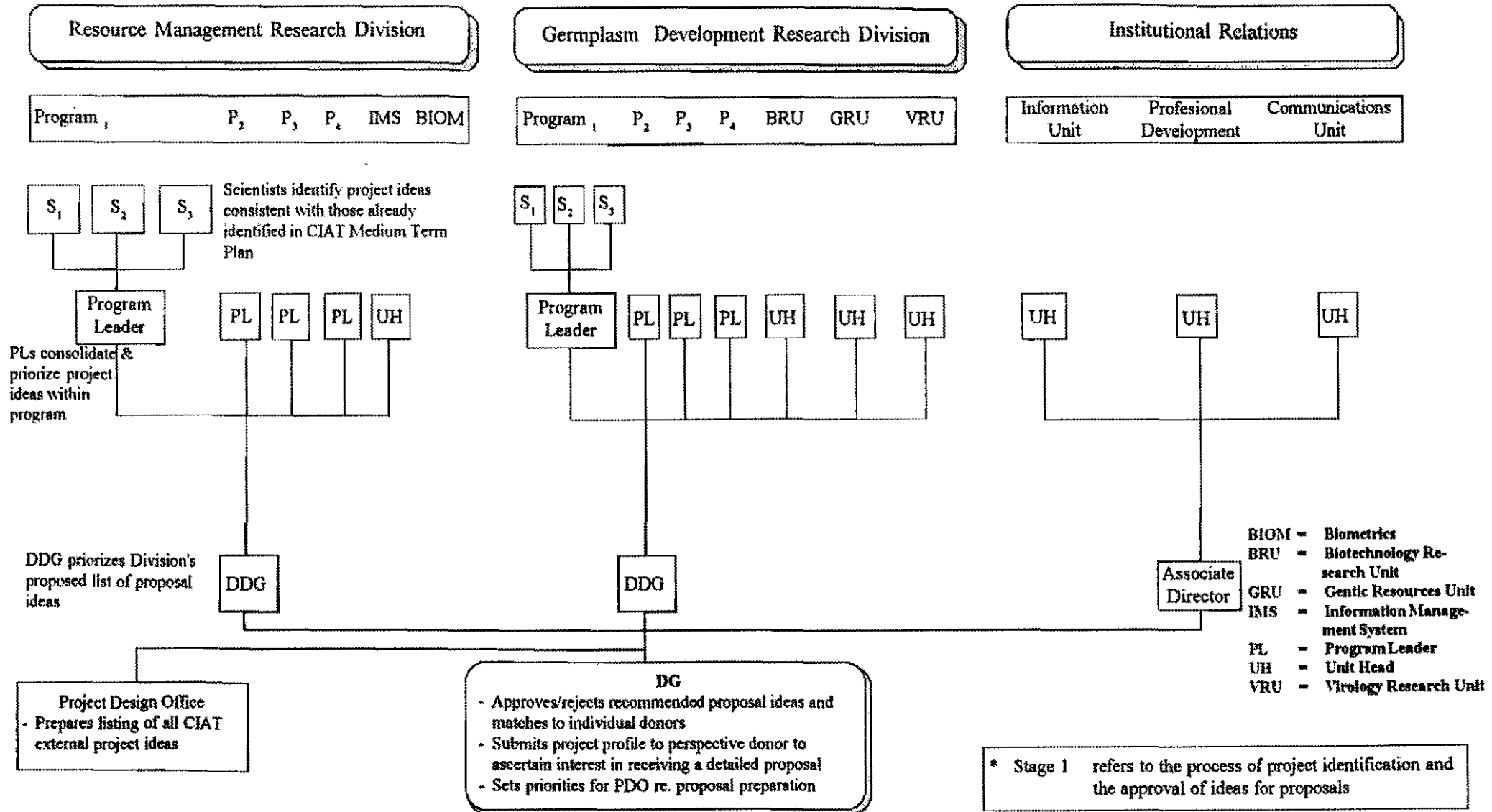
\_\_\_\_\_  
Deputy Director General

\_\_\_\_\_  
Director General



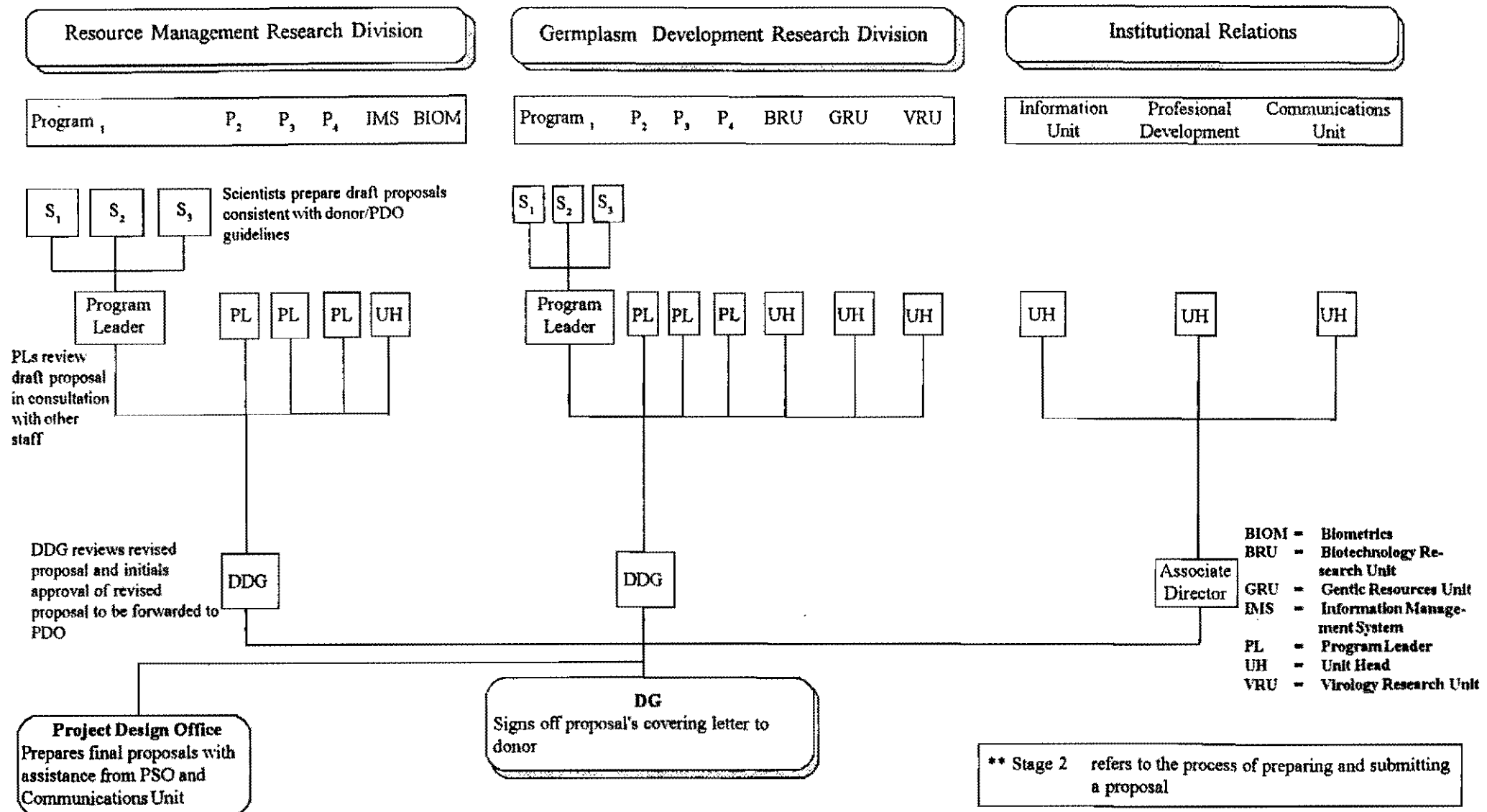
## APPENDIX B

### Technical and Management Review of Proposal Ideas (Stage 1\*)



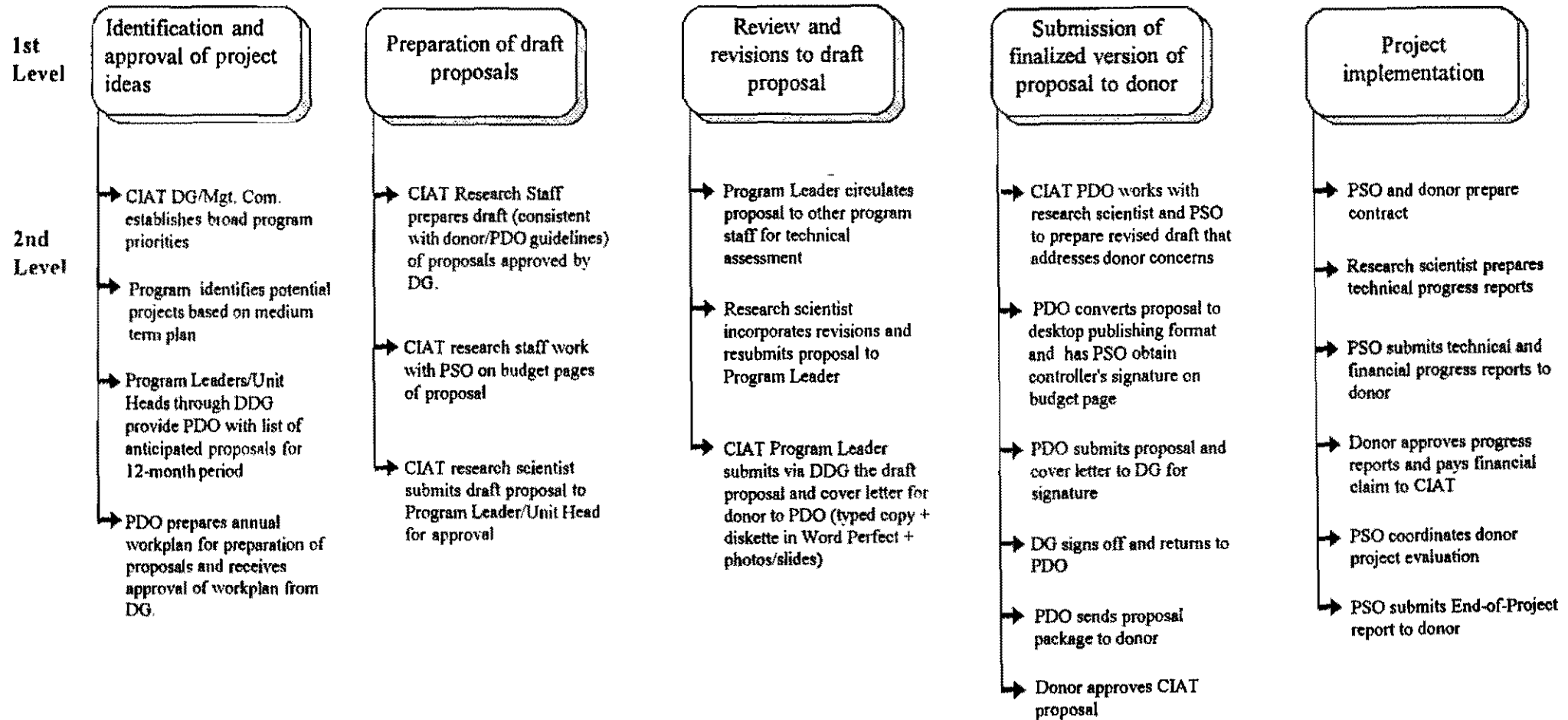
## APPENDIX C

### Technical and Management Review of Draft Proposals (Stage 2\*\*)



## APPENDIX D

### Activities in Proposal Preparation and Project Implementation



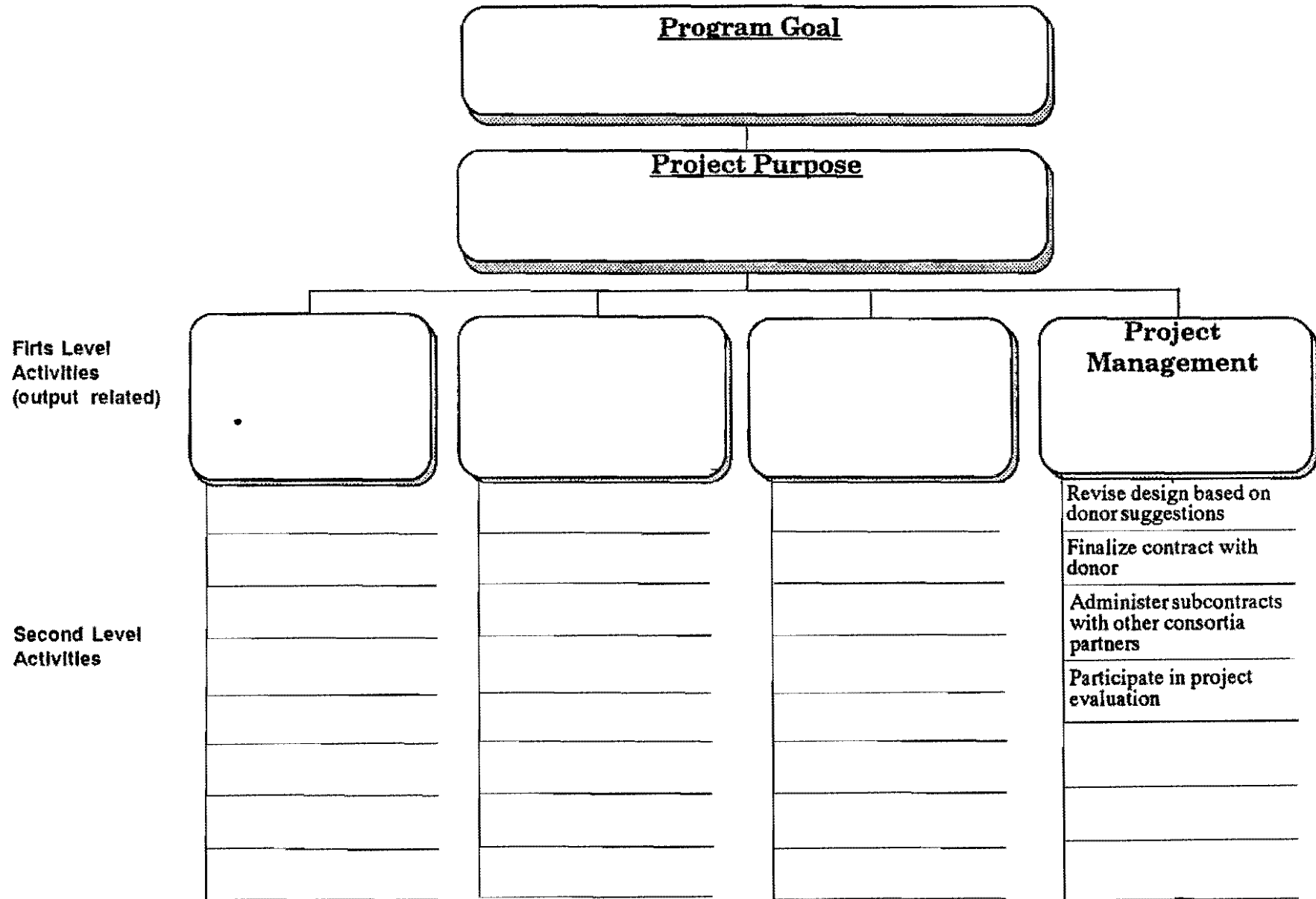
## APPENDIX E

### Logical Framework Matrix for Project Design

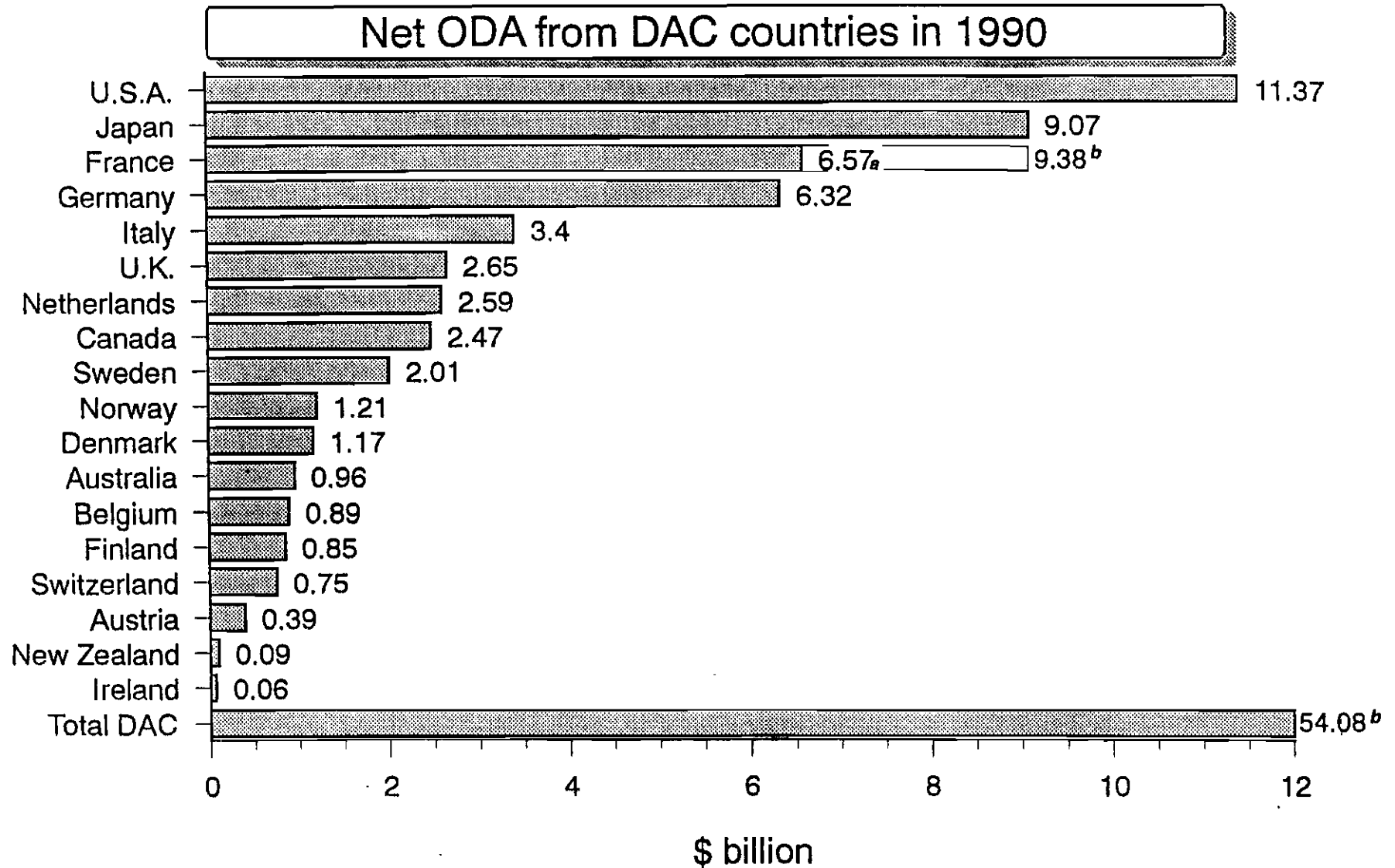
Narrative Summary	Objectively verifiable indicators	Means of verification	Important Assumptions
<p><b>Program goal:</b> The reason for the project, the desired end toward which the efforts are directed (program or sector goal), and for which the project is a logical precondition</p>	<p>Measures of goal achievement: Conditions which will indicate that the goal has been achieved</p>	<p>The way that the indicators can be objectively verified</p>	<p>Concerning long term value of program project:</p>
<p><b>Project Purpose:</b> That which is expected to be achieved if the project is completed successfully and on time. The "real" or essential motivation for producing outputs</p>	<p>Conditions that will indicate that the purpose has been achieved: End of project status The objectively verifiable condition which is expected to exist if the project achieves its purpose. The signs which will indicate that the project is a success</p>	<p>The way that the indicators can be objectively verified</p>	<p>Affecting purpose to goal link: An event or action, over which the project team has little control; a condition which must be assumed to exist if Goal is to be achieved</p>
<p><b>Outputs:</b> The specific kind of results that can be expected from good management of the project inputs</p>	<p>Magnitude of Outputs necessary and sufficient to achieve purpose: The magnitude of the results and the projected completion dates</p>	<p>The way that the indicators can be objectively verified</p>	<p>Affecting output-to-purpose-link: An event or action, over which the project team has little control; a condition which must be assumed to exist if Goal is to be achieved</p>
<p><b>Inputs:</b> Activities and resources necessary to produce the outputs</p>	<p>Resources and Expenditures for each activity: The types and cost of resources for each activity with target dates</p>	<p>The way that the indicators can be objectively verified</p>	<p>Affecting input-to-output link: An event or action, over which the project team has little control; a condition which must be assumed to exist if Goal is to be achieved</p>

APPENDIX F

Example of a Work Breakdown Structure Linking Project Activities to Project Outputs



# APPENDIX G

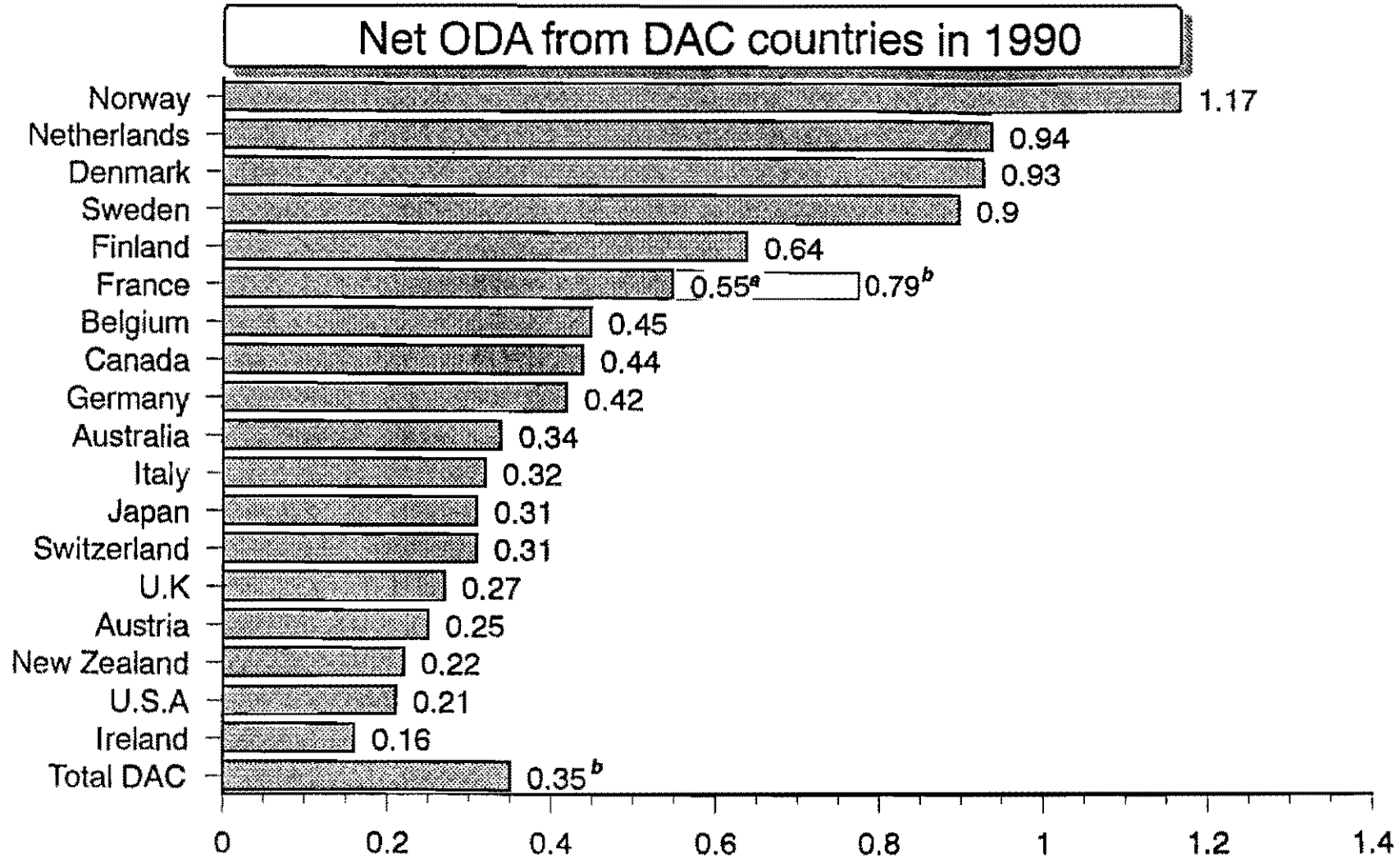


- a) Excluding DOM-TOM (Overseas departments and territories)
- b) Including DOM-TOM

ODA = Official Development Assistance  
 DAC = Development Assistance Committee, Organization for Economic Cooperation and Development



# APPENDIX H



as % of GNP

- a) Excluding DOM-TOM (Overseas departments and territories)
- b) Including DOM-TOM

ODA = Official Development Assistance  
 DAC = Development Assistance Committee, Organization for Economic Cooperation and Development

## Appendix I

REGIONAL DISTRIBUTION OF ODA BY DAC DONORS<sup>a</sup>

Net Disbursements

Percentages

	Sub-Saharan Africa		South Asia		Other Asia and Oceania		Middle East and North Africa		Latin America and Caribbean	
	1979/80	1989/90	1979/80	1989/90	1979/80	1989/90	1979/80	1989/90	1979/80	1989/90
Australia .....	8.3	12.6	20.7	15.8	64.8	61.7	2.6	2.7	1.2	1.2
Austria .....	14.4	27.6	16.8	9.0	31.6	32.4	24.4	19.6	6.9	4.6
Belgium .....	58.8	54.1	11.4	8.9	10.0	6.2	10.7	3.7	5.1	6.8
Canada .....	30.3	31.7	31.0	14.2	6.4	10.4	6.9	5.1	10.0	9.8
Denmark .....	42.0	45.0	27.9	18.0	10.3	6.4	7.0	5.6	5.3	5.3
Finland .....	47.6	44.7	18.2	14.9	14.4	9.5	5.9	7.2	6.4	6.8
France .....	44.0	51.0	6.1	4.3	12.7	12.9	11.4	8.1	21.9	17.3
Germany .....	32.1	33.3	20.3	12.6	7.6	11.5	24.5	18.4	9.7	11.5
Ireland .....	60.0	57.9	0.0	7.9	0.0	3.9	0.0	2.6	0.0	3.9
Italy .....	46.6	49.0	29.7	9.6	5.2	6.9	5.7	8.1	8.9	14.2
Japan .....	15.9	19.1	38.2	17.3	29.2	41.5	7.6	6.7	6.4	7.7
Netherlands .....	31.1	34.3	22.4	15.9	9.8	14.0	6.6	4.9	20.8	17.1
New Zealand .....	5.7	5.1	8.9	3.4	74.0	64.8	1.6	0.0	2.4	1.1
Norway .....	41.6	46.5	28.2	16.7	9.6	5.5	8.9	2.0	5.5	8.4
Sweden .....	39.8	40.3	23.4	15.8	14.4	9.2	5.6	3.7	5.4	8.6
Switzerland .....	33.3	39.7	23.3	13.3	8.4	9.1	5.6	4.4	13.1	11.5
United Kingdom .....	34.7	43.7	32.6	20.1	8.4	8.9	7.4	3.5	6.7	6.9
United States .....	14.5	15.5	15.1	9.9	8.9	6.2	39.0	34.1	10.5	15.6
Total DAC .....	28.8	32.8	21.0	12.2	13.8	16.3	17.6	12.9	11.2	12.0

a) Including imputed multilateral flows, i.e. making allowance for contributions through multilateral organisations, calculated using the geographical distribution of multilateral disbursements for the year of reference. Excluding unspecified.

21  
**Appendix J**

AID BY MAJOR PURPOSES, 1989

Commitments

Percent of total

	Australia	Austria	Belgium	Canada	Denmark	Finland	France	Germany	Ireland	Italy	Japan
Social and administrative infrast. ....	36.0	26.5	46.3	22.2	22.6	30.7	39.0	27.0	44.5	15.4	17.5
Education* .....	26.8	11.2	25.1	13.3	1.5	4.5	24.6	16.4	21.6	5.0	5.8
Health and population .....	1.0	0.7	13.1	2.4	10.1	9.9	5.2	1.9	7.9	6.7	2.6
Planning and public administ. ....	3.4	0.2	6.7	2.3	0.3	1.4	5.8	2.4	8.8	0.3	0.8
Other (including water supply) ....	2.9	14.4	1.5	4.2	10.7	14.9	3.4	6.3	6.2	3.3	8.4
Economic infrastructure .....	19.9	36.3	6.8	12.3	14.0	22.7	20.6	31.6	2.3	26.4	31.7
Transport and communication .....	18.3	26.3	5.2	3.3	7.7	10.9	10.7	20.3	2.3	11.9	19.3
Energy .....	1.5	5.0	1.6	3.8	2.1	11.8	4.8	11.3	-	10.5	6.3
Other .....	0.1	5.1	-	-	4.2	0.0	5.1	0.1	-	3.9	6.1
Production .....	20.9	22.8	30.7	16.5	50.5	23.9	9.5	18.4	27.2	38.1	16.9
Agriculture .....	18.2	2.3	11.2	11.1	23.4	13.4	6.9	6.5	20.9	19.3	10.0
Industry, mining and construction ..	1.7	20.1	12.0	3.6	27.1	10.0	1.8	9.2	3.5	18.6	6.6
Trade, banking, tourism .....	1.0	0.4	7.6	0.9	-	0.5	0.1	2.6	2.8	0.2	0.3
Other .....	-	-	-	-	-	-	0.7	-	0.1	-	1.8
Multisector .....	3.0	5.7	-	2.4	12.1	2.1	8.1	3.0	2.4	0.4	1.8
Programme assistance .....	3.4	0.0	-	0.9	0.4	2.4	5.8	4.7	-	6.6	20.6
Debt relief .....	-	-	-	-	-	3.6	5.4	3.0	-	0.3	3.6
Food aid .....	7.3	0.9	2.7	7.0	-	0.1	0.9	2.7	-	4.4	0.6
Emergency aid (other than food aid) ..	1.9	5.6	0.4	1.6	0.0	5.6	-	0.7	7.0	4.5	0.1
Administrative expenses .....	5.3	1.4	8.9	9.8	-	3.6	2.8	2.8	9.9	3.8	3.4
Unspecified + Support to Private Vol. Agencies .....	2.4	0.8	4.1	27.4	0.4	5.4	7.9	6.2	6.7	0.3	3.8
Total .....	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

a) Including students and trainees.

Commitments

AID BY MAJOR PURPOSE, 1989 (cont'd)

Percent of total

	Nether-lands	New Zealand	Norway	Sweden	Switzer-land	United Kingdom	United States	Total DAC	Multilateral finance (ODF)			
									Total	EEC	World Bank	UN agencies
Social and administration infrast. ....	26.0	..	20.4	15.6	21.0	27.2	23.0	25.3	22.4	..	19.4	39.0
Education* .....	7.8	..	8.3	3.6	10.4	12.6	5.8	11.5	4.6	..	4.4	5.5
Health and population .....	3.3	..	3.4	5.3	5.6	2.8	8.4	4.8	5.3	..	2.3	21.6
Planning and public administ. ....	0.8	..	2.4	1.8	0.8	2.4	2.7	2.5	4.6	..	4.2	7.1
Other (including water supply) ....	14.1	..	6.4	4.9	4.1	9.3	6.1	6.5	7.9	..	8.5	4.7
Economic infrastructure .....	20.2	..	7.9	22.5	9.8	22.7	4.7	20.7	33.0	..	37.8	7.5
Transport and communication .....	19.0	..	4.8	6.4	6.4	8.7	1.0	11.5	12.5	..	14.3	3.1
Energy .....	1.0	..	3.2	15.4	2.9	13.1	3.6	6.4	14.7	..	17.4	..
Other .....	0.2	..	-	0.7	0.4	0.9	0.1	2.6	5.8	..	6.1	4.3
Production .....	25.2	..	23.3	16.4	24.6	13.4	14.4	17.6	32.4	..	35.7	14.5
Agriculture .....	19.1	..	19.1	9.1	21.3	8.8	8.3	10.1	15.1	..	16.3	8.7
Industry, mining & construction .....	5.9	..	3.6	6.8	1.8	4.1	0.4	5.6	13.5	..	15.2	4.3
Trade, banking, tourism .....	0.2	..	0.5	0.3	1.5	0.4	5.7	1.7	3.8	..	4.3	1.5
Other .....	-	..	-	0.2	-	0.0	-	0.5	-	..	-	-
Multisector .....	1.1	..	6.3	1.6	6.5	-	0.1	2.8	0.3	..	0.3	-
Programme assistance .....	13.8	..	4.5	11.4	7.8	16.3	27.0	13.3	5.7	..	6.8	-
Debt relief .....	2.2	..	-	-	0.9	2.6	6.4	3.6	-	..	-	-
Food aid .....	2.3	..	0.5	16.2	4.2	1.5	13.2	4.1	3.1	..	-	19.6
Emergency aid (other than food aid) ..	3.2	..	11.8	16.7	10.7	1.8	2.1	2.1	3.0	..	-	18.8
Administrative expenses .....	3.9	..	8.2	3.1	-	4.5	7.1	4.4	-	..	-	0.1
Unspecified + Support to Private Vol. Agencies .....	2.1	..	17.1	12.5	14.5	9.8	2.0	6.0	0.1	..	-	0.5
Total .....	100.0	..	100.0	100.0	100.0	100.0	100.0	100.0	100.0	..	100.0	100.0

a) Including students and trainees.

Source: OECD 1991 Report. Development Cooperation.

Paris: OECD, 1991

22  
**Appendix K**

**NET OFFICIAL DEVELOPMENT ASSISTANCE FROM DAC COUNTRIES TO DEVELOPING COUNTRIES  
AND MULTILATERAL ORGANISATIONS**

1979-81 average, 1985-90

*Net disbursements*

*\$ million and per cent of GNP*

	1979-81 average		1985		1986		1987		1988		1989		1990	
	\$ million	As % of GNP	\$ million	As % of GNP	\$ million	As % of GNP	\$ million	As % of GNP	\$ million	As % of GNP	\$ million	As % of GNP	\$ million	As % of GNP
Australia .....	649	0.47	749	0.48	752	0.47	627	0.34	1 101	0.46	1 020	0.38	955	0.34
Austria .....	176	0.25	248	0.38	198	0.21	201	0.17	301	0.24	282	0.23	394	0.25
Belgium .....	604	0.55	440	0.55	547	0.48	687	0.48	601	0.39	703	0.46	889	0.46
Canada .....	1 106	0.44	1 631	0.49	1 695	0.48	1 885	0.47	2 347	0.50	2 320	0.44	2 470	0.44
Denmark .....	448	0.73	440	0.80	695	0.89	859	0.88	922	0.89	937	0.93	1 171	0.93
Finland .....	112	0.24	211	0.40	313	0.45	433	0.49	608	0.59	706	0.63	846	0.64
France .....	3 929	0.65	3 995	0.78	5 105	0.70	6 525	0.74	6 865	0.72	7 450	0.78	9 380	0.79
Germany .....	3 380	0.45	2 942	0.47	3 832	0.43	4 391	0.39	4 731	0.39	4 948	0.41	6 320	0.42
Ireland .....	29	0.17	39	0.24	62	0.28	51	0.19	57	0.20	49	0.17	57	0.16
Italy .....	541	0.14	1 098	0.26	2 403	0.40	2 615	0.35	3 193	0.39	3 613	0.42	3 395	0.32
Japan .....	3 070	0.29	3 797	0.29	5 634	0.29	7 342	0.31	9 134	0.32	8 965	0.31	9 069	0.31
Netherlands .....	1 538	0.99	1 136	0.91	1 740	1.01	2 094	0.98	2 231	0.98	2 094	0.94	2 592	0.94
New Zealand .....	69	0.32	54	0.25	75	0.30	87	0.26	104	0.27	87	0.22	93	0.22
Norway .....	461	0.88	574	1.01	798	1.17	890	1.09	985	1.13	917	1.05	1 205	1.17
Sweden .....	956	0.84	840	0.86	1 090	0.85	1 375	0.88	1 534	0.86	1 799	0.96	2 012	0.90
Switzerland .....	234	0.23	303	0.31	422	0.30	547	0.31	617	0.32	558	0.30	750	0.31
United Kingdom .....	2 067	0.42	1 530	0.33	1 737	0.31	1 871	0.28	2 645	0.32	2 587	0.31	2 647	0.27
United States .....	5 868	0.22	9 403	0.24	9 564	0.23	9 115	0.20	10 141	0.21	7 676	0.15	11 366	0.21
<b>Total DAC .....</b>	<b>25 238</b>	<b>0.35</b>	<b>29 429</b>	<b>0.35</b>	<b>36 663</b>	<b>0.35</b>	<b>41 595</b>	<b>0.35</b>	<b>48 114</b>	<b>0.36</b>	<b>46 712</b>	<b>0.34</b>	<b>54 077*</b>	<b>0.35</b>

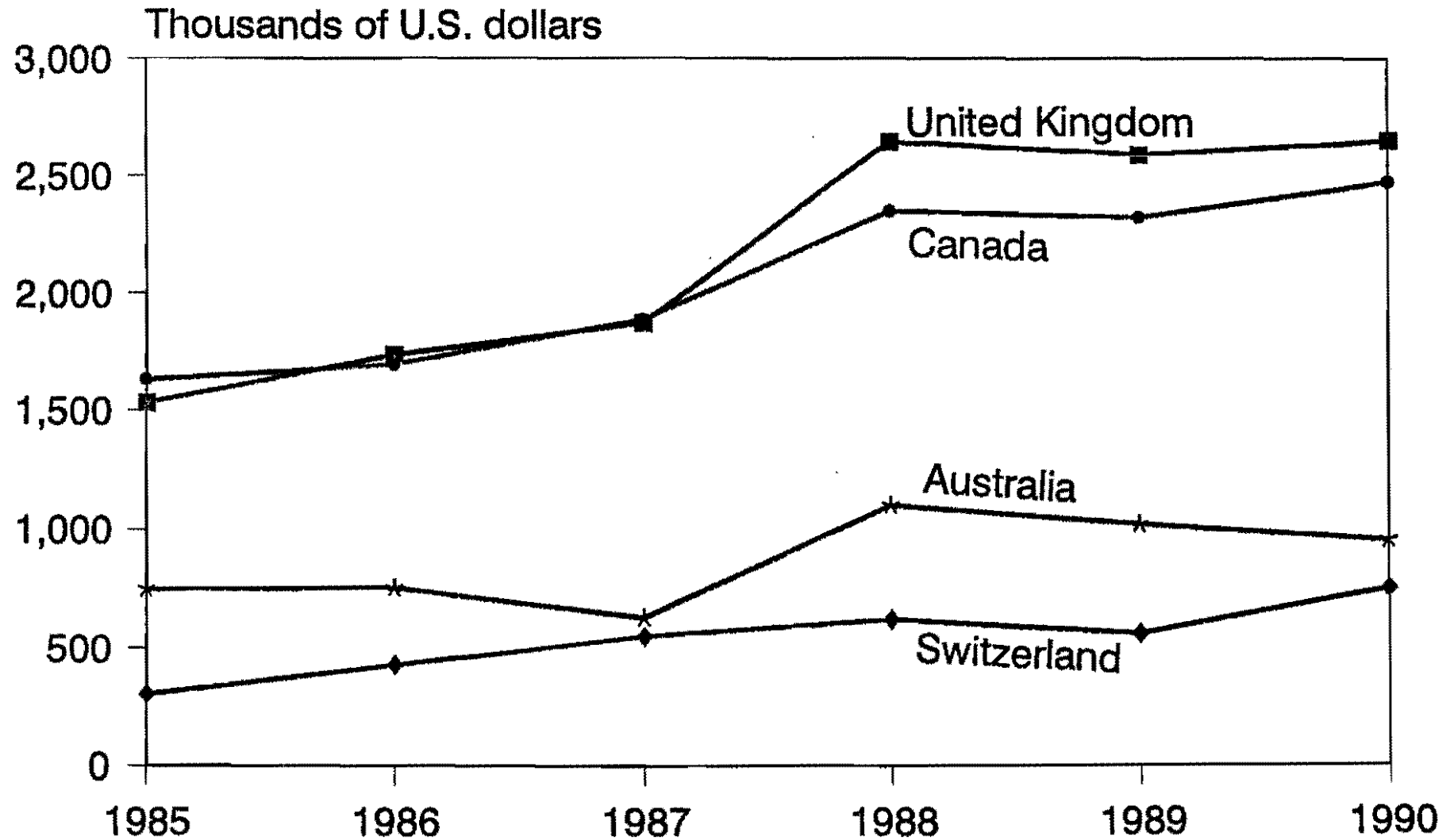
a) Excluding debt forgiveness of non-ODA claims in 1990. See notes to table 1.

Source: OECD 1991 Report. Development Cooperation.

Paris: OECD, 1991

# APPENDIX L

## Net Official Development Assistance from four DAC Countries to Developing Countries and Multilateral Organizations (1985-1990)



## APPENDIX M

### CHECKLIST FOR PROPOSALS BEING SUBMITTED TO PROJECT DESIGN OFFICE

- Check that appropriate section has been included

#### ***PROPOSAL ORGANIZATION (Printed Version)***

##### ***Table of Contents and Misc. Lists***

- Provide table of contents, list of figures, tables, appendices and acronyms

##### ***Summary***

- Provide 1 or 2 page executive summary

##### ***Background and Justification***

- Statement of Problem and target beneficiaries
- Consistency with CIAT strategic and operational plans
- Developmental relevance and expected benefits/impact
- Relevance to donor priorities
- Comparative advantage of CIAT and consortia partners

##### ***Project Description***

- Location and general description including: goal, purpose, target groups, outputs, inputs, objectively verifiable indicators and critical assumptions (log frame matrix)
- Methodology and description of major activities
- Figure showing Work Breakdown Structure (WBS) linking activities to outputs
- Implementation time table/duration of project (refer to Gantt chart in Appendices)
- Cross sectoral design issues (gender implications, environmental implications)
- Future sustainability

##### ***Project Organization and Management***

- Specify roles and responsibilities of each institutional partner
- Organizational chart showing financial/management reporting lines and Project Coordinator's position
- Composition, roles and responsibilities of Advisory/Steering Committee

##### ***Budget***

- Consult Project Support Office (Controller's Office) for:
  - \* Appropriate budget format and line items
  - \* Standard unit costs (personnel, vehicle maintenance, land use, etc.)
  - \* Inflation rate for years 2 and hence
  - \* Applicable indirect costs recovery rate

(See over)

- \* Budget provision for Publications/Documentation (publishing and distributing of research findings; acquisition of books, journals, data base searches)
- \* Budget provision for Training (preparation of training materials and delivery of training -- per diems and travel of instructors and trainees).
- State any sub-contracting provision with institutional partners
- State rationale/assumption for each major budget item
- Describe procurement plan (i.e., use of CIAT Miami Office)
- Submit completed budget to Project Support Office for final review and discussion  
(Budget page of final proposal document will be later signed off by Financial Controller)

### ***Reporting and Project Control***

- State reports required, format (linked to WBS activities) and frequency (e.g., annual work plans; semi-annual technical and financial progress reports; end-of-project reports).

### ***Evaluation Plan***

- State if mid-project evaluation is planned and budgeted
- State if end-of-project evaluation is planned and budgeted
- Provide evaluation matrix outline/indicators for measuring efficiency, effectiveness and impact of the project

### ***Appendices***

- Map of project research locations
- Gantt chart showing duration of each major activity
- Terms of reference for sub-contracts
- Relevant prior CIAT project experience
- CVs of project coordinator and principal project staff
- Background sheet on CIAT
- Discussion of any technical issues related to the project description

### ***Attachments***

- Provide covering letter to donor for DG signature
- Provide letters of support/commitment from partner institutions (if a joint proposal)
- Provide covering memo to PDO from Program Leader/Unit Head through DDG approving the proposal

### ***Diskette***

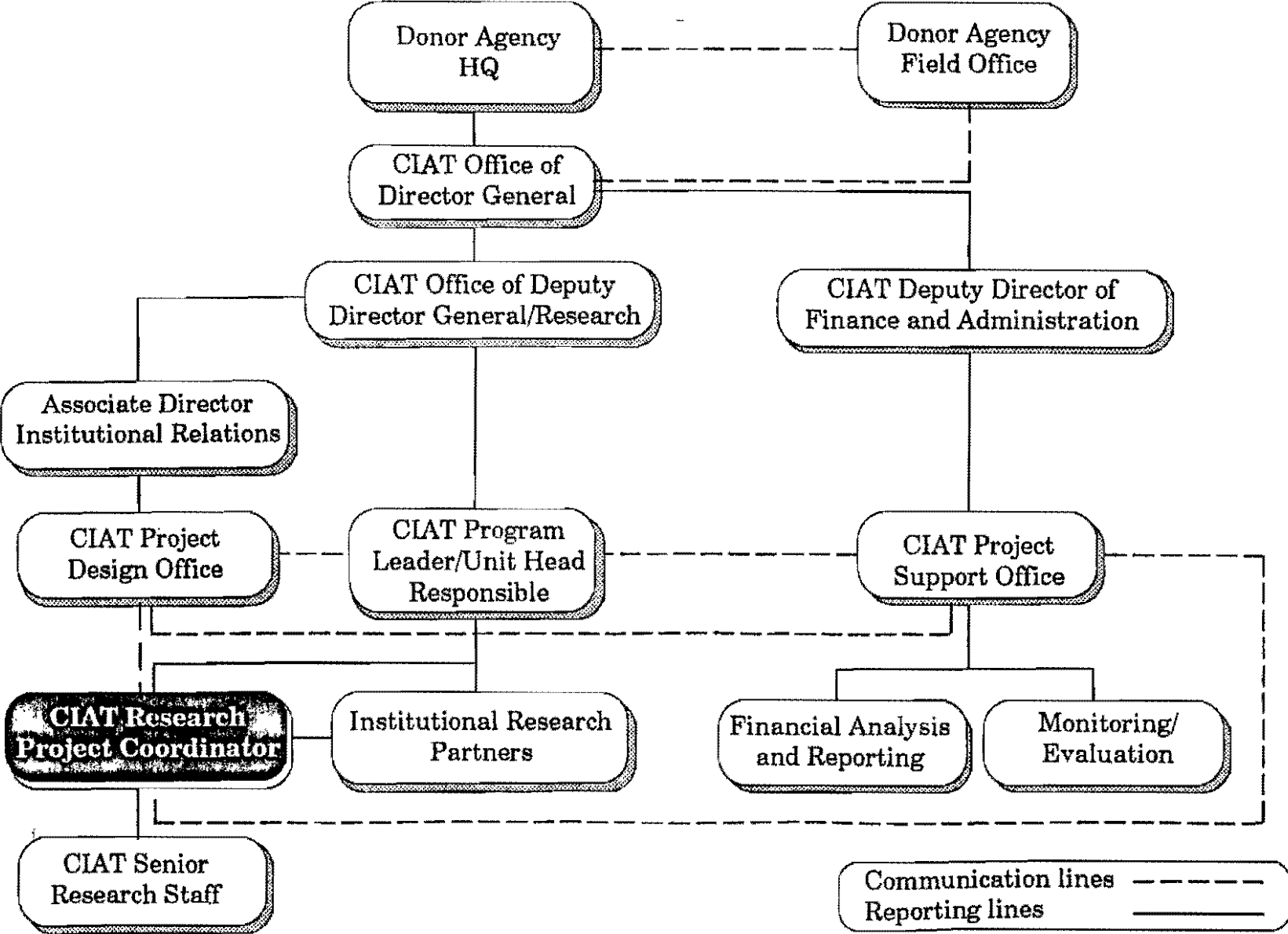
- Provide diskette with proposal in Word Perfect, single spaced with no paragraph indentations and no right justification

### ***Prints for front cover and text***

- Preference is for several relevant color prints (otherwise slides will do)

APPENDIX N

Sample CIAT Project Organization Chart





## APPENDIX O

Sample Gantt Chart for Proposal Implementation Schedule of Activities by Quarter

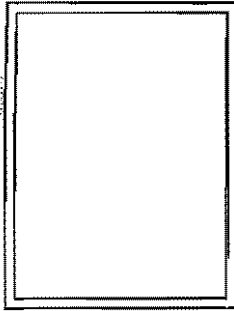
Activity		Year 1				Year 2				Year 3			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
100	<b>TRAINING</b>												
110	Conduct needs analysis		■										
120	Prepare training materials			■	■								
130	Deliver training workshops						■			■		■	
200	<b>RESEARCH</b>												
210													
220													
300	<b>PROJECT MANAGEMENT</b>												
310	Participate in Project's Steering Committee Meeting	■				■				■			
320	Manage project office (HQ)	■	■	■	■	■	■	■	■	■	■	■	■
330	Manage Field Office	■	■	■	■	■	■	■	■	■	■	■	■
340	Manage project finances	■	■	■	■	■	■	■	■	■	■	■	■
350	Manage Project reports				■			■					■
360	Participate in project evaluation												■

# Appendix P

**CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL – CIAT**  
**DONOR – GRANT NUMBER – AND PROJECT NAME**  
**BUDGET**  
**IN ( US\$, CAD, AUS\$, DFL, FFR, DM, ETC )**

LINE ITEM	Year N°	Year N°	Year N°	TOTAL
	From DD/MM/YY To DD/MM/YY	From DD/MM/YY To DD/MM/YY	From DD/MM/YY To DD/MM/YY	
<b>PERSONNEL</b>				
Senior staff				-
Support staff				-
Clerical staff				-
Temporary				-
Honoraria				-
<b>Total personnel</b>	-	-	-	-
<b>TRAVEL</b>				
National				-
International				-
<b>Total travel</b>	-	-	-	-
<b>OPERATIONS</b>				
Supplies and services				-
Research station support				-
Steering committee				-
<b>Total operations</b>	-	-	-	-
<b>TRAINING</b>				
<b>Total training</b>	-	-	-	-
<b>SUPPORT TO OTHER INSTITUTIONS</b>				
				-
<b>DIRECT COSTS</b>				
Vehicles use ( leasing , rental )				-
Space use ( Land, office )				-
	-	-	-	-
<b>INDIRECT COSTS</b>				
	-	-	-	-
<b>CAPITAL</b>				
Vehicles				-
Office				-
Field and laboratory				-
<b>Total capital</b>	-	-	-	-
<b>TOTAL</b>	-	-	-	-

## APPENDIX Q



**CIAT C.V.**

Centro Internacional de Agricultura Tropical

**Name:**

Reinhardt Howeler

**Position in Project:**

Project Coordinator, Soil Scientist/Agronomist

**Citizenship:**

Dutch

**Country of Residency:**

Thailand

**Education:**

Ph.D. Soil Chemistry, Cornell University, Ithaca, N.Y., 1970

M.S. Soil Fertility, University of Missouri, Columbia, MO, 1966

B. Sc. Tropical Soils, International College Trop. Agric.,  
Deventer, Holland, 1964**Languages:**

English, Dutch, Spanish:

Fluent

French, German, Thai:

Considerable ability in conversation, reading and writing

**Management/Administrative Experience**

- Centro Internacional de Agricultura Tropical, (CIAT)

Bangkok, Thailand, 1986- present

Coordination of ASEAN Cassava Agronomy Network.

- Centro Internacional de Agricultura Tropical, (CIAT)

Cali, Colombia, (1979- 1986)

Head of Analytical Services Laboratory.

**International Research Experience**

- Centro Internacional de Agricultura Tropical, (CIAT)

Cali, Colombia, 1970- present

Research on flooded and upland rice, *phaseolus* beans and cassava, mainly in the area of plant nutrition, soil fertility management (including cassava/mycorrhiza symbiosis) and erosion control.

- Queensland University, Brisbane, Ql.

Australia, September 1978- October 1979

Sabbatical leave, research on micronutrients and mycorrhiza in cassava.

### International Research Experience (Cont'd)

- Centro Internacional de Agricultura Tropical, (CIAT)  
Regional Office for Asia  
Bangkok, Thailand, 1986- Present  
Coordination of Asian Cassava Agronomy Research Network, conducting collaborative research with national cassava programs in nine countries in Asia.

### Teaching and Thesis Supervisory Experience

- Teaching of soil and plant nutrition classes during CIAT's Rice, Bean and Cassava Production Training Courses, usually several times a year.
- Supervision of several Ph.D and Master's degree thesis projects for US and Colombian universities.
- Since 1986, giving lectures on cassava plant nutrition at Kasetsart University in Chatuchak, Bangkok, usually 1-2 times per year.
- Supervising 2 Master's degree projects at Kasetsart University.

### Major Publications and Reports

- See attached list for scientific publications.

#### *Editor of four books:*

1. Manejo y Conservación de Suelos de Ladera, 146p. 1984
2. Cassava Breeding and Agronomy Research in Asia, 346p. 1988
3. Proceedings 8<sup>th</sup> Symp. Intern. Soc. Trop. Root Crops, 712p. 1990
4. Cassava Breeding, Agronomy and Utilization Research in Asia, 438p. 1992.

#### *On Editorial Board of three International Journals:*

1. Plant and Soil, International Journal on Plant-Soil Relationships.
2. Fertilizer Research, International Journal covering all Aspects of Fertilizers and Soil Fertility Management.
3. Field Crops Research, An International Journal.

### Professional Memberships

- American Society of Agronomy
- American Soil Science Society
- International Society Tropical Root Crops
- Indian Root Crops Society
- Colombia Soil Science Society

## APPENDIX R

## Sample CIAT Project Experience Sheet

<b>DEVELOPMENT OF CASSAVA GERMPLASM FOR THE DRIER TROPICS AND SUBTROPICAL AGROECOSYSTEMS OF AFRICA, ASIA AND LATIN AMERICA</b>	
<b>Donor:</b> International Fund for Agricultural Development (IFAD), U.S.A.	
<b>Location:</b> EMBRAPA/CNPMF, Cruz das Almas, Bahia, Brazil	<b>Duration:</b> 5 years (1990-1994)
<b>Status:</b> Ongoing	<b>Total value:</b> \$US 950,000
<p><b>Goal:</b> This project aims to enhance food security in the drier tropical and the subtropical areas of the world, through the introduction of preselected cassava germplasm from Brazil.</p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>· to reduce food deficits in marginal areas of the drier tropics, with special emphasis on sub-humid and semi-arid sub-Saharan Africa.</li> <li>· to broaden the genetic base of the international cassava collection by collecting and evaluating the Brazilian germplasm, and developing improved populations adapted to the drier tropics and the subtropics.</li> </ul> <p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>· improved welfare of small farmers in the target region.</li> <li>· improved germplasm management and overall research capacity of national institutions working with cassava.</li> </ul> <p><b>Description of activities:</b> This project is being conducted in Brazil, under agreements among CIAT, Empresa Brasileira de Pesquisa Agropecuaria (EMBRAPA) through its Centro Nacional de Pesquisa de Mandioca e Fruticultura (CNPMF), and the Empresa Catarinense de Pesquisa Agropecuaria (EMPASC).</p> <p><b>Principal activities include:</b></p> <ul style="list-style-type: none"> <li>· collecting and conserving cassava germplasm in the drier regions of Northeast Brazil.</li> <li>· evaluating cassava germplasm in sites in Brazil.</li> <li>· developing elite plant populations through traditional and advanced breeding techniques.</li> <li>· transferring improved populations to Africa, Asia and Latin America through the international cassava network.</li> </ul> <p><b>CIAT's role:</b> CIAT is the lead partner responsible for overall project management, donor reporting and administering subcontracts to the secondary partners in the consortia.</p> <p><b>Evaluation:</b> During the fourth year of the project, an external committee will review the work of the project in Brazil and will make recommendations for a possible project extension for a further five-year period.</p>	
<p><b>CIAT personnel involved:</b></p> <p>Dr. Carlos Iglesias</p> <p>Dr. Anthony Bellotti</p>	<p><b>Consortia partners:</b> CNPMF and EMPASC</p> <p><b>Other partners:</b> IITA (International Institute for Tropical Agriculture, Nigeria)</p>