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FD-242-594-D

FINAL PROPOSAL FOR SUPPORT UNDER THE
AGENCY FOR INTERNATIONAL DEVELOPMENT
INSTITUTIONAL GRANTS PROGRAM

Name of Applicant: GEORGIA INSTITUTE OF TECHNOLOGY, Atlanta, Georgia 30332
Date of Application: February 14, 1973
Title: Employment Generation through Stimulation of Small Industry
Duration: 5 years from date of Grant
Amount: \$800,000 (5 years)

SUMMARY

The Georgia Institute of Technology proposes, with the assistance of an Agency for International Development institutional grant, to strengthen and broadly extend its existing capability in employment generation and small-scale industry development primarily in rural areas. This will be achieved through a sustained program involving LDC counterpart institution linkages, case study compilation and analysis, small-scale industry problem solving analyses, innovative methodology generation for small industry development, formal and informal education and training programs, and appropriate conferences and seminars.

The Georgia Tech units with a primary involvement will be the Industrial Development Division, the School of Industrial and Systems Engineering, the College of Industrial Management, and the Southern Technical Institute. While personnel of all these units have had international experience, the Industrial Development Division particularly has had extensive experience in small industry problems and employment generation in Georgia and in Latin America, and will provide project leadership, operating through the office of the Vice President for Academic Affairs to insure high level administrative support.

This interdisciplinary effort should considerably enhance the capability of Georgia Tech in the field of small industry development and employment generation. The enhanced capability will be available to others for technical assistance, including training, problem solving, advice and consultation. This proposed program relates to A.I.D.'s long established concern with the problems of employment and income distribution, as well as agriculture and rural development.

I. INTRODUCTION

AID's past experience and interest in the development of small-scale industries recognized the fact that small-scale industry is a significant element in most LDCs, and that there is a direct relationship with programs of employment, income distribution, agriculture, and rural development.

The problems of the less developed countries, as they struggle to achieve planned, orderly growth and economic development, are numerous, complex, and frequently overwhelming. When the nature of these LDC problems are considered, practical solutions are not readily apparent. For example, LDCs generally have experienced a rapid growth of population, and they face an explosive expansion of their labor forces when the large proportion of young people in their populations reach working age. This impending crisis is superimposed on already high unemployment rates and low income levels, the migration from rural to urban areas, inadequate infrastructure, capitalization deficiencies, lack of technologically trained manpower, and similar problems.

In such an environment, the need to generate or create massive numbers of jobs for people looms increasingly large. Acceleration of industrialization appears to hold the promise for considerable job generation in many of these countries. However, the industrialization process itself is complex, and approaches which have applicability across the board in developing countries are difficult to delineate.

There are, of course, a number of schools of thought on how industrialization of the developing countries should be achieved. Some advocate leap-frogging into the use of capital-intensive western technologies in the LDCs, arguing that poorer countries must develop their own advanced industry sector, however small, at the earliest possible time. Others say that the most important aim is to generate employment for large masses of people who desperately need work, pointing out that advanced technology does not achieve this objective. Many arguments are advanced on this question.

The existence of the argument indicates the reality of the situation -- too little is known about industrialization techniques and methodologies to clearly determine the proper course of action for each and every developing country. The same problem exists to a lesser degree in the rural and less developed areas of the United States.

Whatever applicable methodologies that are available now or are developed in the future must be utilized in attempting to find solutions to this problem of industrialization.

This proposal is concerned with one facet of the industrialization of developing countries. It deals with the following questions: What are the best strategies and most appropriate methodologies to utilize in developing small-scale industries and in helping existing small-scale industries expand and diversify? How does one adapt and implement these methodologies in different environmental situations? What innovative methodologies and strategies should be developed and tested? How can generalized methodologies be related to the development of some specific industry?

It has been the experience at Georgia Tech, in working with more than 3,000 domestic and foreign companies, including minority-owned and operated organizations, that most small industries have certain characteristics in common.

Typically, they are managed by one man who has certain individual strengths but rarely all of the skills needed in running a small-scale enterprise. Hence, there are certain voids and weaknesses which need to be filled or overcome in most small companies. Frequently small industries are in a weak financial condition, which inhibits expansion and diversification. By virtue of size, they are not dominant in their particular product line. They tend to be relatively unsophisticated in operations and products, although this is not always so. There is frequently a close relationship between the company and the community and, internally, between the manager and the employees. The manager, busy with day-to-day operating problems, rarely has time to stay abreast of new developments in the industry; consequently opportunities for further development are missed. In short, many small industries need guidance and assistance of various sorts.

Although the small industry environment is filled with problems, the job generation capabilities of small industries are extremely important to the economy. Indeed, in many less developed countries, where markets are small, per capita incomes low, and capital resources limited, small industries make up the bulk of the industrial structure. Hence, the expansion of the small industry sector is vital to the future economic well-being of these countries.

This is the segment of industry with which Georgia Tech contemplates working under this program. The problems are varied, difficult, challenging, and widespread because of the high incidence of small-scale industry in the LDCs. Therefore, the scope of the project, which covers all potential industries found in the LDCs, must be broad and comprehensive.

The nature of the proposed program is such that certain units at Georgia Tech will assume a major role and provide a multidisciplinary thrust. These units are the Industrial Development Division of the Engineering Experiment Station, the School of Industrial and Systems Engineering, the College of Industrial Management, and Southern Technical Institute. Other Georgia Tech units will be involved in the program as appropriate.

Because of its long-term involvement in employment generation and small-scale industry development, the Industrial Development Division will provide the main thrust of the program, utilizing the capabilities of the other units to strengthen the overall institutional abilities in the field.

II. OBJECTIVES, SCOPE AND PRIORITIES

The general objective of this program is to strengthen the capabilities of the Georgia Institute of Technology, to more effectively apply its present interests, skills, and experience in developing small-scale industries in Georgia and Latin America, to the problems of small industry in the less developed countries.

The program will consolidate presently available methodologies for achieving small-scale industrialization and job creation in the LDCs. It will systematically further the development of these methodologies by research, evaluation, generalization, and codification so that generally applicable and transferable principles and procedures will be readily available for effective application in the less developed countries. Innovation in developing new technological approaches to industrialization and employment generation is another objective.

The program will make a body of knowledge and expertise in the field of small-scale industrialization readily available to all interested agencies and LDCs. Over a period of time it will develop new talent in the industrialization field. Georgia Tech will be able to develop new continuing linkages with promising institutions in the developing countries which have potential for generating an indigenous capability to deal with LDC employment problems.

In particular, emphasis will be placed on the following program elements:

1. Establishment and maintenance of linkages with three or four counterpart institutions in developing countries is an essential component. These linkages will provide a real-world laboratory in which to jointly gather essential data and test alternative approaches to the accelerated development of small-scale industry.
2. Case studies of LDC small industry problems will be compiled, analyzed and codified. This data base will be obtained through literature searches, development organization contacts, and compiled in the field by the program staff when appropriate.
3. Analysis of methods and techniques for solving small-scale industry problems and encouraging expansion and diversification will be made to determine the reasons for success or failure under varying environmental conditions.
4. New approaches and alternative methodologies will be evolved and tested in the field to determine their suitability for the accelerated development of small-scale industries and elimination of problems.
5. Preparation will be undertaken of a graduate degree program, new courses, seminars, and other training programs for students and faculty who have an interest in small-scale industry development. The preparation and testing of these programs will serve to enlarge the institution staff capability in understanding the small-scale industry problems and employment generation processes, and to broaden the base of knowledge in the institution.

The objectives will be achieved through a program of sustained activities in applied research, relevant education and training, appropriate seminars and conferences, and program linkages with other institutions. The knowledge base derived from these activities will provide the institution staff with valuable inputs and insights, as well as being of interest to development practitioners and organizations. To the extent feasible the above activities will be implemented in collaboration with these institutions.

III. GEORGIA TECH'S QUALIFICATIONS

The Georgia Institute of Technology is a major institution in the University System of Georgia. An engineering and scientific institution with high standards, it has one of the largest engineering enrollments in the country. Approximately 3% of the undergraduate and 18% of the graduate students are foreign nationals.

A significant plan of engineering education, called the 3-2 Plan, has been initiated cooperatively with Atlanta University, a large, predominantly Black institution. By spending three years at Atlanta University and two years in engineering at Georgia Tech, the student can earn two degrees, one from each institution. This program is resulting in larger numbers of engineering graduates drawn from the minority ranks.

The University System of Georgia has a stated policy commitment to encourage and develop international educational activities and was instrumental in establishing the Southern International Education Consortium.

As a result of these well established commitments, a large number of schools, divisions, and individuals at Georgia Tech have been involved in international matters over the years.

A recent sampling of organizational units at Georgia Tech with an interest and potential involvement in this program indicates that the following units have had international activities of varying kinds:

- School of Architecture (City Planning)
- Department of Continuing Education
- School of Chemical Engineering
- School of Civil Engineering
- Industrial Development Division
- College of Industrial Management
- School of Industrial and Systems Engineering
- School of Mechanical Engineering
- Southern Technical Institute
- School of Information and Computer Sciences

This is not a complete list of such units, but it does provide some indication of the widespread interest and dispersion of such activities in the Institute. In addition, there is a multidisciplinary interest in the application of engineering and other fields to the domestic problem of stemming rural-to-urban migration through development of agribusiness or agri-industry in rural areas. A close relationship exists between this domestic concern and the activities contemplated under this proposal.

A reiteration of the unique capabilities which Georgia Tech can bring to bear on this program may be appropriate.

The first of these is the extensive practical experience of the Industrial Development Division in industrial extension and job generation, primarily in

rural areas of Georgia, surrounding states, and in Latin America. To our knowledge, this Division has the broadest program and is the largest economic development unit attached to a higher education institution in the country. It has a national and international reputation for its research, training, and technical assistance activities. A significant feature of its training and internship programs is that participants are exposed to real-world field problems in industrialization and job creation through observation and participation.

A second feature is the broad range of experience in basic and applied research housed in the academic colleges and schools, the Engineering Experiment Station, and Southern Technical Institute.

A third feature is the availability of a wide range of academic programs from a two- or four-year technological program at Southern Tech to undergraduate and graduate programs at Georgia Tech up to the Ph.D. programs in many engineering and science disciplines. Thus, it is possible to provide a range of educational experience to individuals with differing levels of educational aspiration. This is relevant in considering LDCs where in many cases a technology background may be more meaningful than a graduate degree.

IV. UNIVERSITY CONTRIBUTION

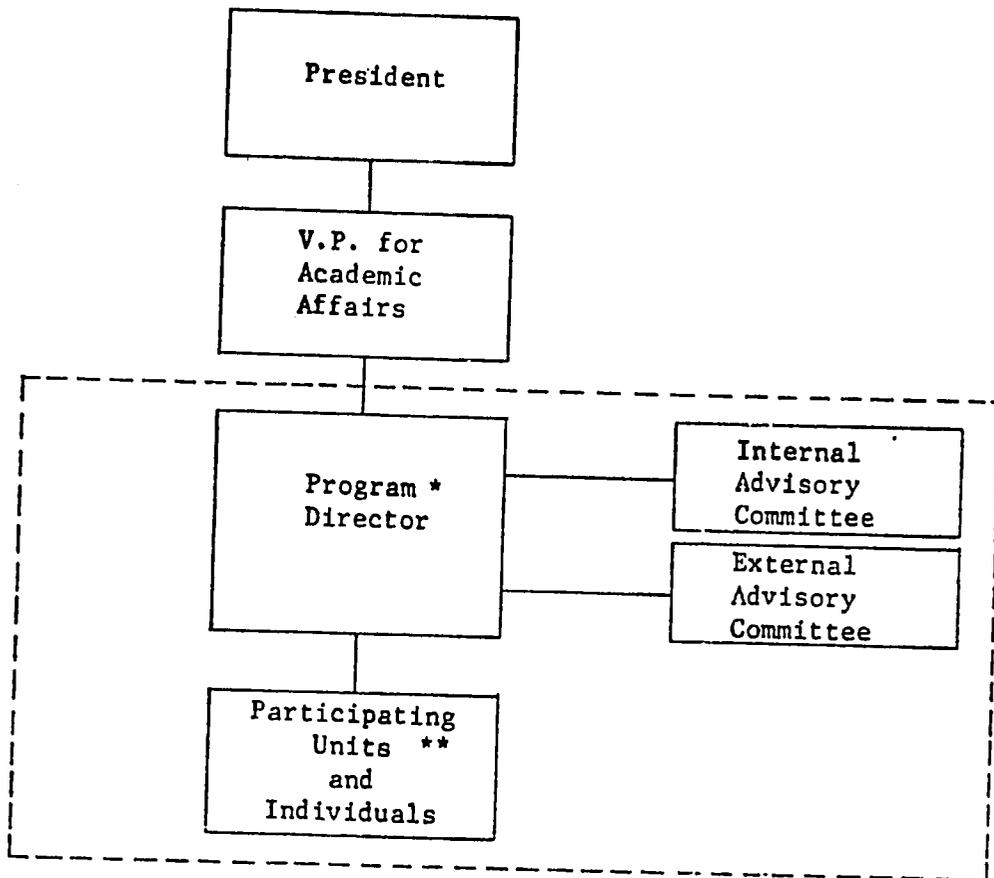
Funds provided by this grant will not replace existing funds for any current activities. Additionally, activities carried out under this grant will be additive to existing and planned programs. As part of its commitment to building international education and development efforts, the Georgia Institute of Technology will provide the following in support of the grant:

1. Waiver of audited Institute indirect costs
2. Time of top administrative personnel
3. Libraries, laboratories, equipment, field research facilities
4. Office, classroom, and conference space and associated utilities

V. PROGRAM ADMINISTRATION

The program will be administered through the office of the Vice President for Academic Affairs, a program director, and two advisory committees (internal and external), as shown in the attached diagram. It will be managed in accordance with the Institute's established procedures.

It should be noted that Georgia Tech has had experience in the administration of similar institutional grants. For example, a NASA institutional grant to Georgia Tech was effectively administered and coordinated through an organization similar to that which is proposed.



The Program Director will have the authority and responsibility to direct the program design, development and implementation within the established framework of Institute policies and procedures. He will be responsible for the overall coordination of individual and unit activities associated with an integrated and mission-directed program, the utilization and disbursement of the grant funds in an efficient manner, the conduct of activities and continuing surveillance of program activities through adequate reporting and evaluation procedures, and operating decisions related to the program. In addition, the Program Director will be expected to seek and find other sources of funds to supplement the AID grant and permit program expansion and diversification.

The Program Director will periodically review policy and operating matters with the Vice President for Academic Affairs. The latter will chair the program Internal Advisory Committee which will periodically review and advise on the program activities in the light of the proposed goals and objectives. This committee consists of the top administrative personnel from the major units of the Institute, and this insures that the program will receive high level administrative support.

- * The Program Director will normally be from the Industrial Development Division and will devote at least 50% of his time to this grant.
- ** The major participation units are the Industrial Development Division, the School of Industrial and Systems Engineering, the College of Industrial Management, and the Southern Technical Institute.

The Internal Advisory Committee will consist of the following:

- Vice President for Academic Affairs (chairman)
- Associate Vice President for Academic Affairs
- Dean of the Engineering College
- Dean of the College of Industrial Management
- Dean of the General College
- Dean of the Division of Graduate Studies and Research
- Director of the Engineering Experiment Station
- Dean of the Southern Technical Institute
- Program Director

To assist in the program guidance and full realization of the program's potential, an External Advisory Committee will be established. This committee will serve to advise and recommend on policies, goals, and objectives; to review and evaluate progress; and to perform other relevant functions.

This committee will be composed of persons knowledgeable about international affairs, as follows:

- AID representative(s)
- A developing country representative
- A prominent engineer
- A representative of the National Academy of Engineering or Science
- A representative of the MIT program
- A representative of the Cornell program
- Vice President for Academic Affairs (Georgia Institute of Technology)
- Program Director (Georgia Institute of Technology)
- LDC counterpart organization representatives (ex-officio)

The committee will meet at least annually for the purpose of reviewing progress and providing guidance to the program.

The makeup of these committees may be changed from time to time to accommodate to changing circumstances.

VI. PROGRAM IMPLEMENTATION

Georgia Tech is a quick response institution, and it is anticipated that all primary elements of the program will be initiated soon after receipt of the grant. While initial year activities will be somewhat less in volume than the ensuing years, it is expected that the program will be operational by the end of the first grant year.

Primary elements of the proposed program include linkage institution cooperation, applied research, resource information development, and the development of formal education curricula and courses, and other training programs. In addition, appropriate conferences, workshops and seminars will be programmed. Reports and publications will be end products, adding to the body of knowledge and expertise generated by the above elements.

A. Program Linkages. In order to make these activities relate to the real-world situation, close linkages will be developed with interested institutions and/or government units in three or four less developed countries. Personnel of these counterpart organizations will pursue jointly with the

Georgia Tech program staff the activities called for in the program as they relate to the environment of the counterpart organizations.

- o The approach links the educational system both at Georgia Tech and the counterpart institutions with practical employment problems through specific projects. The feedback into the LDC educational system of "thinking employment" may have a most significant long-term impact.

These linkages will be initiated in the first stage of the project.

Choices will depend on inputs from AID and each organization's willingness and ability to participate. Such counterpart institutions would be expected to generate support for their operations under the program. An illustrative list of possible countries and institutions follows:

South America	Paraguay	National University Center for Development and Productivity
	Colombia	University of the Valley
	Bolivia	Bolivian Development Corp. National University
	NE, SE	Federal University, Pernambuco
	Brazil	Federal University, Santa Catarina
Caribbean	Trinidad	University of the West Indies
	Honduras	Industry & Technology Institute of Productivity
Asia	Thailand	Asian Institute of Technology
	Indonesia	Bandung Institute of Technology
Africa	Nigeria	University of Ife
	Kenya	Nairobi University
	Ethiopia	Haile Selassie I University

A mix of counterpart organizations will be considered rather than four educational institutions. For example, it might be feasible to link with

- a ministry of industry and commerce (or equivalent),
- a national university with scientific and engineering elements,
- a national productivity center (or equivalent), and
- a multinational university.

This would provide a diversity of institutions and organizations with which to demonstrate existing methodologies and field test new or innovative approaches. It would provide an evaluation of alternative organizational vehicles for achieving industrialization of the small-scale type, and permit consideration in other countries of the best available organization for the purpose. It is recognized that the developing countries operate in differing social, economic, cultural, and governmental environments. The approach that works well in one country may fail miserably in another. In working with

these LDC linkages, prime requirements are flexibility in approach and adaptability to different environmental situations.

A description of the elements of the basic program which the Georgia Institute of Technology would undertake follows:

B. Research. A necessary element of the program is faculty and student research on the engineering and scientific approaches to more effective utilization of natural, man-made, and human resources in the generation of employment through small industries in developing countries. The results will support the educational and training activities, and also will reinforce problem solving capability of the institution.

The formalization and expansion of a library of materials on the economic development of LDCs (presently initiated informally at IDD) is required to provide the basic information tools for the following types of research:

- o Preparation of case histories (from LDC experiences)
- o Applied research on employment generation approaches
- o Evaluation of alternative methodologies aimed at accelerating industrialization and employment
- o Relationship of infrastructure development to industrialization
- o Economic planning strategies and alternatives
- o Analysis, evaluation, and development of new industrialization techniques and principles, products and processes
- o Identification of appropriate manufacturing opportunities for LDCs
- o Engineering research related to specific "appropriate" industries
- o Analysis of manpower resource problems and opportunities
- o Import substitution analyses and procedures
- o Export development considerations and potentials
- o Investigations of natural resource potentials
- o Production of market analysis and feasibility studies

Conceptual research emphasis would be given to special technological development research areas relating to small-scale enterprises in rural environments. These research areas would include management control, organizational structures, resource allocation models, design of facilities, design of production systems, etc.

The end products of the research effort will consist of reports, manuals, training packages, case histories, and similar publications which can be utilized in the program and in the field.

It is anticipated that, cooperatively with the LDC counterparts, demonstrations of various methodologies will be conducted and appropriate innovative approaches field tested. This will generate in the field specific results in terms of new small-scale industries and new employment. Although these results may be modest in the initial stages, early successes are vital to the overall program if counterpart commitment and enthusiasm are to be maintained.

The grant will permit the granting of assistantships to promising students to conduct research in support of the grant program.

C. Formal Education. Educational aspects of the proposed program will be available to qualified undergraduate and graduate students of domestic and foreign origin. Existing curricula may be revised and new courses and graduate options which will be oriented specifically to the program will be considered. Students may pursue approved curricula suited to their needs.

A graduate program, leading to the Master of Science degree and designed with sufficient flexibility to meet the educational objectives of students, will be administered by the School of Industrial and Systems Engineering. This program will require course work in four significant areas:

1. Industrialization technologies -- which are associated with Industrial and Systems Engineering, and can be descriptively termed improvement technologies -- ranging from the more classical "tools" (such as work measurement) to the more recent (such as O.R.).
2. Selected electives which will be significant, specialized and highly dependent upon the needs associated with a specific developing country or region. These electives permit individual students to take course work concentrating on any of a large number of technologies available at Georgia Tech.
3. Management of improvement technology which deals with systematically identifying significant problems, needs and opportunities for improvement and with managing the implementation of technical changes.
4. Economic, finance, and marketing topics which are relevant to job creation and the development of small-scale industry in rural areas.

A key feature of the educational program is a required project which provides experience in industrial development. This work will be done under the guidance of field staff in the Industrial Development Division. The project location may be either in an appropriate U. S. location; or, preferably, in the student's own country.

D. Training. Training programs will be developed and tested which are relevant to the needs of LDC's concerned with the industrialization process.

Training approaches will also be developed that seem particularly relevant for counterpart institution staffs and personnel of cooperating organizations, both at Georgia Tech and in interested LDCs. Some LDC students participating in the educational aspects of this program may be used in developing and evaluating training materials particularly relevant in their home countries.

Training programs will vary in content and aims. They may be general or specific in the subject matter coverage, as the needs indicate. Training programs will be short in duration, usually ranging from one week to 12 weeks in length. Generally, training programs will be restricted to small numbers of participants in order to obtain maximum interchange and will include field work.

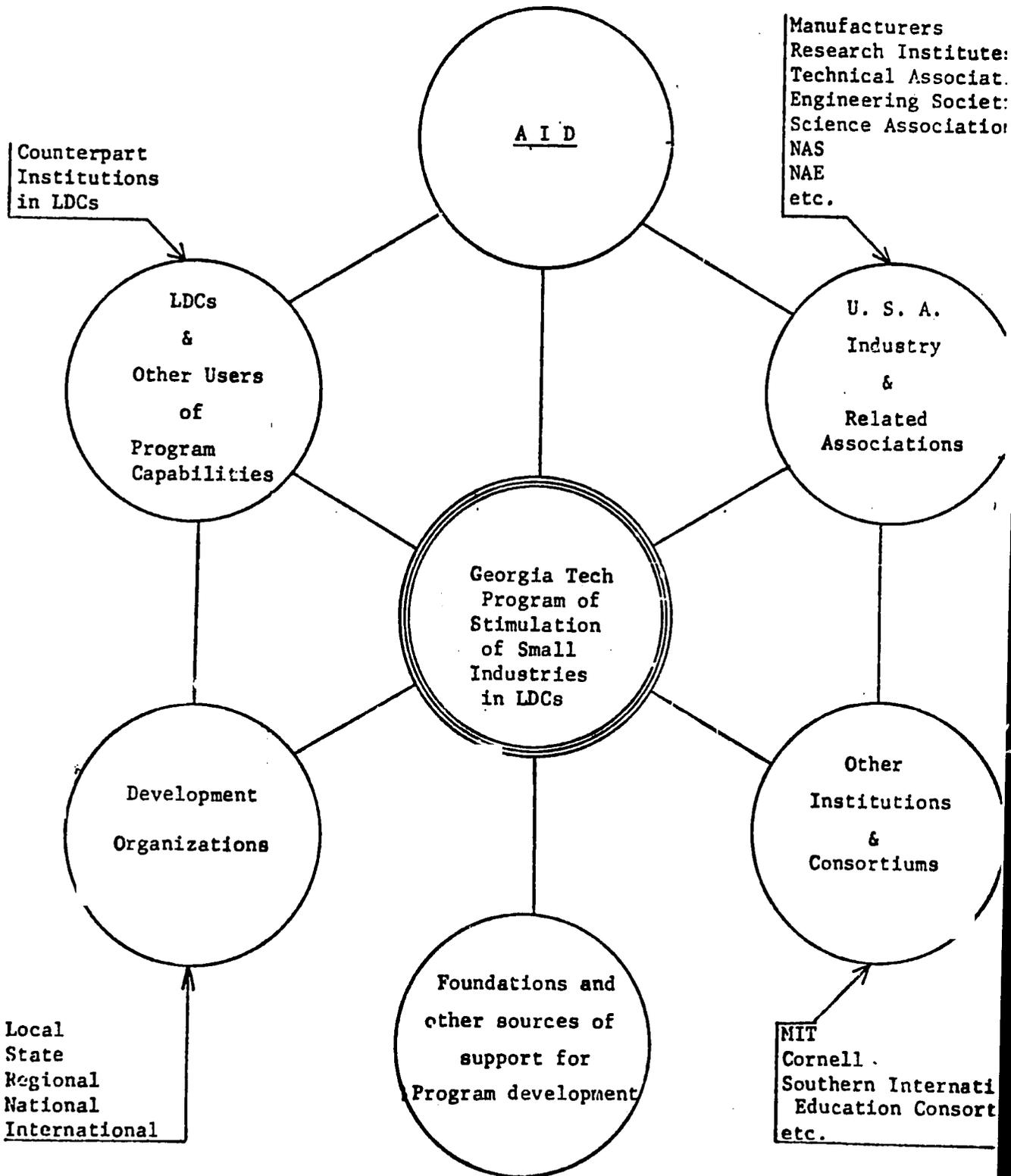
The training programs will focus on adaptation of principles, methodologies, processes, and techniques which are relevant to the small-scale enterprises of developing countries. They will be designed and presented with the aim of problem identification, and will be concerned with adapting and applying the knowledge gained in the program to real-world situations. They will be carefully evaluated to determine their effectiveness, with regard to both short- and long-term impact.

Programs may include, but not be restricted to, the following subject areas:

- o Small industry operations
- o Economics of development
- o Industrial development
- o Resource development
- o Organization planning and management
- o Industry-community interaction
- o Specific small-scale industry subjects
- o Problems and needs of small industry
- o Industrial processes
- o Identification of manufacturing needs
- o Market analysis
- o Feasibility studies
- o Plant location factors
- o Entrepreneur development
- o Infrastructure-industry relationships

E. Conferences and Seminars. It is anticipated that conferences, workshops, and seminars will be held on specific subjects under this program. Tentatively, major international conferences on appropriate technology for developing small-scale industries will be held during the third and fifth years of the grant period. These will provide to the participants the latest findings on the subject and case histories of the experiences of counterpart organizations and other organizations in the LDCs.

PROGRAM RELATIONSHIPS



Planned Program Activities - First Year

A brief listing of the first year's major activities contemplated under the program follows:

Research (45% of effort)

1. Expansion of the existing international development specialized data collection.
2. Compilation and codification of case histories and initiation of new methodology and development.
3. Initiation of case history field research by staff and students.
4. Initiation of industry potential studies for counterpart institution countries.
5. Economic analysis of counterpart institution countries utilizing available and new data.

Education and Training (15% of effort)

1. Development of new relevant academic courses and curricula.
2. Development and testing of an appropriate training program.

Conferences and Seminars (5% of effort)

1. Presentation of periodic seminars at Georgia Tech (primarily for program associated staff and faculty).

Linkages (25% of effort)

1. Screening of potential counterpart organizations.
2. Communications with and visits to counterpart organizations.
3. Development of counterpart relationships.
4. Cooperative agreements between Georgia Tech and counterparts.
5. Initiation of joint activities.

Administration and Coordination (10% of effort)

1. Planning and coordination of program.
2. Program policy and procedures.
3. Consultations with AID and other involved organizations.
4. Internal and external advisory committee meetings.
5. Development of program information.
6. Coordination meetings.
7. Informal and formal reports to AID.

Anticipated Activities of First Year Effort

- o Frequent consultation with AID
- o Frequent communication with counterpart institutions
- o Two internal advisory committee meetings
- o One external advisory committee meeting
- o Twelve program staff coordination meetings

- o Major information resource acquisitions
- o One methodology report based on case history file
- o One industry report
- o One economic analysis of a counterpart institution country, utilizing all available data
- o One annual program report
- o One training program developed and tested
- o One graduate curriculum developed, approved, and operational
- o One new graduate course developed and presented
- o Six to nine seminar presentations by invited lecturers

Grant Years Two Through Five

The level of effort by major activity is anticipated to be as follows:

Research. Research effort will approximate 45% of the program throughout the years two through five.

Education and Training. Education and training effort is expected to rise slowly until it reaches about 20% of program funding in the fifth year of the grant.

Conferences and Seminars. These activities will remain at about 10% of the overall effort.

Linkages. Grant funding / required to develop linkages will decrease gradually to about 15% of the total effort by the fifth year of the grant. It is anticipated that overall activity with the counterpart institutions will increase by virtue of funding from other sources.

Administration and Coordination. This activity will remain constant at about 10% of the overall effort.

VII. REPORTS AND REVIEWS

As a minimum, there will be provided to AID an annual report and, at the initiative of AID, an annual review of activities under the grant. This will include an evaluation of progress, administrative and financial considerations, plans for the following year in detail and for the remaining years of the grant in more general terms, and discussion of possible utilization of the evolving institution competence by AID and others under separately financial contracts or other arrangements.

VIII. DIRECT SERVICES

No direct services will be rendered under the grant except for short term ad hoc consultation. Any direct services will be financed from separate funds.

IX. BUDGET

Salaries and fringe benefits	\$495,800
Stipends for students	119,300
Travel	91,800
Materials and supplies	35,100
Tuition for Students	19,100
Consulting and visiting experts	<u>39,000</u>
Total	\$800,000

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	PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES		2. PIO/T No. 931-11-995-149-73	3. <input checked="" type="checkbox"/> Original or Amendment No. _____																												
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			5. Appropriation Symbol 72-1131004		6.A. Allotment Symbol and Charge 354-31-099-00-34-31	6.B. Funds Allotted to: <input checked="" type="checkbox"/> A.I.D./w <input type="checkbox"/> Mission																										
7. Obligation Status <input checked="" type="checkbox"/> Administrative Reservation <input type="checkbox"/> Subobligation		8. Funding Period (Mo., Day, Yr.) From 2/23/73 to 2/22/78																														
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10.A. Type of Action <input type="checkbox"/> A.I.D. Contract <input type="checkbox"/> Country Contract <input type="checkbox"/> Service Agreement		Cooperating Participating Agency Other: 211(d) Grant																														
10.B. Authorized Agent AID/W		<table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="width:30%;">Estimated Financing</th> <th style="width:15%;">(1) Previous Total</th> <th style="width:15%;">(2) Increase</th> <th style="width:15%;">(3) Decrease</th> <th style="width:25%;">(4) Total to Date</th> </tr> </thead> <tbody> <tr> <td>\$1.00 =</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td rowspan="2">11. Maximum A.I.D. Financing</td> <td>A. Dollars</td> <td></td> <td>\$800,000</td> <td>\$800,000</td> </tr> <tr> <td>B. U.S.-Owned Local Currency</td> <td></td> <td></td> <td></td> </tr> <tr> <td rowspan="2">12. Cooperating Country Contributions</td> <td>A. Counterpart</td> <td></td> <td></td> <td></td> </tr> <tr> <td>B. Other</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>			Estimated Financing	(1) Previous Total	(2) Increase	(3) Decrease	(4) Total to Date	\$1.00 =					11. Maximum A.I.D. Financing	A. Dollars		\$800,000	\$800,000	B. U.S.-Owned Local Currency				12. Cooperating Country Contributions	A. Counterpart				B. Other			
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13. Mission References	14. Instructions to Authorized Agent This institutional 211(d) grant made under authority of Section 211(d) of the Foreign Assistance Act of 1966 is designed to strengthen and extend the Georgia Institute of Technology capability in employment generation and small scale industry development. The program involves LDC counterpart institutional linkages, case study compilation and analysis, small scale industry problem solving, training programs, conferences and seminars. Details of the grant are spelled out in the attached proposal.																															
	15. Clearances - Show Office Symbol, Signature and Date for all Necessary Clearances.																															
A. The specifications in the scope of work are technically adequate Henry A. Arnold, TA/OST <i>[Signature]</i>		B. Funds for the services requested are available																														
C. The scope of work lies within the purview of the initiating office and approved Agency Programs Glenn E. Schweitzer, TA/OST <i>[Signature]</i>		D.																														
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16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to Signature and date: Title:		17. For the Agency for International Development <i>[Signature]</i> Signature: James K. McDermott Title: Acting Dir RUR																														
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FUNDS RESERVED BY
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 POSTED 2/15/73

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