

5980512-3 4/74

I. PROJECT IDENTIFICATION

1. PROJECT TITLE Latin American Teaching Fellowships (LATF)		APPENDIX ATTACHED <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
3. RECIPIENT (specify) <input type="checkbox"/> COUNTRY _____ <input checked="" type="checkbox"/> REGIONAL <u>LA</u> <input type="checkbox"/> INTERREGIONAL _____		2. PROJECT NO. (M.O. 1095.2) 598-13-670-512	
4. LIFE OF PROJECT BEGINS FY <u>74</u> ENDS FY <u>76</u>		5. SUBMISSION <input checked="" type="checkbox"/> ORIGINAL _____ DATE _____ <input type="checkbox"/> REV. NO. _____ DATE _____ CONTR./PASA NO. _____	

II. FUNDING (\$000) AND MAN MONTHS (MM) REQUIREMENTS

A. FUNDING BY FISCAL YEAR	B. TOTAL \$	C. PERSONNEL		D. PARTICIPANTS		E. COMMODITIES \$	F. OTHER COSTS \$	G. PASA/CONTR.		H. LOCAL EXCHANGE CURRENCY RATE: \$ US _____ (U.S. OWNED)		
		(1) \$	(2) MM	(1) \$	(2) MM			(1) \$	(2) MM	(1) U.S. GRANT LOAN	(2) COOP COUNTRY (A) JOINT (B) BUDGET	
1. PRIOR THRU ACTUAL FY												
2. OPRN FY												
3. BUDGET FY <u>74</u>	75							75				
4. BUDGET <u>75</u> 11 FY	75							75				
5. BUDGET <u>76</u> 12 FY	50							50				
6. BUDGET 13 FY												
7. ALL SUBQ. FY												
8. GRAND TOTAL	200							200				

9. OTHER DONOR CONTRIBUTIONS

(A) NAME OF DONOR	(B) KIND OF GOODS SERVICES	(C) AMOUNT
Ford Foundation	\$120,000	
U.S. & L.A. Corps.	90,000	
OAS & US Agents	60,000	

III. ORIGINATING OFFICE CLEARANCE

1. DRAFTER Miller/Berry/Hazard LA/DR/EST <u>W.H.M.</u>	TITLE Education Advisor	DATE 12/9/73
2. CLEARANCE OFFICER S. Applegate, Chf. Edu. S. <u>SA</u>	TITLE Bureau for Latin American Chief, Edu. S. T. Div.	DATE 12/11/73

IV. PROJECT AUTHORIZATION

1. CONDITIONS OF APPROVAL  
The contributions of U.S. and other donors (as indicated in blocks 8 & 9 above) are to be used for the support of about 50 U.S. fellows in the areas of science and technology, only. Other facets of the rather comprehensive LATF Program will be supported by funds from other sources (see Block D - Project Inputs). The above referenced grant by the Ford Foundation is a precondition to this AID assistance. The Ford Foundation grant notification letter was sent to Tufts University on October 2, 1973. A copy of the letter is in LA/DR's LATF file.

2. CLEARANCES

BUR OFF.	SIGNATURE	DATE	BUR OFF.	SIGNATURE	DATE
LA/DR	John R. Breen <u>JRB</u> Charles Stockman <u>CS</u>	12/3/73 12/11	LA/OPNS	Cecil Uyehara <u>C.U.</u>	12/20/73
LA/DP	Lawrence Harrison <u>L.H.</u>	12/14/73	LA/GC	Irwin Levy <u>I.L.</u>	12-26-73
LA/MRSD	Donor Lion <u>D.L.</u>	12/14/73	ARA/FCP	Jordan Rogers <u>J.R.</u>	12/26/73

3. APPROVAL AAS OR OFFICE DIRECTORS  
SIGNATURE Herman Kleine DATE 12/4/74  
TITLE Deputy U.S. Coordinator, Alliance for progress

4. APPROVAL AID (See M.O. 1025.1 VI C)  
SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_  
ADMINISTRATOR, AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT NO.	SUBMISSION	(Number)	DATE	PAGE <u>2</u> of <u>      </u> PAGES
	<input checked="" type="checkbox"/> ORIGINAL	<input type="checkbox"/> REVISION		

## Latin American Teaching Fellowships (LATF)

### A. The Project Goal:

#### 1. Goal Statement:

To augment the role of higher education in the developmental process.

#### 2. Measurements of Goal Achievement:

At the university level, there will be an increased emphasis upon teaching and research in the sciences and technology. This new emphasis will encourage the development of a symbiotic relationship between the universities and the private sector. Growing out of this mutually compatible condition will be an observable increase of the contribution that higher education makes to the developmental process as it feeds new technologies into the economic machinery of the country.

#### 3. Assumptions of Goal Achievement:

a. The interest of Latin American universities in improving their science and technology programs will persist.

b. Traditional suspicions between L.A. universities and the private sector will dissipate as the mutual advantages of technological cooperation becomes apparent.

### B. The Project Purpose

#### 1. Statement of Purpose

To provide U.S. Fellows for university teaching and research in development related fields of science and technology through a privately supported program. This project will upgrade the technological contribution of L.A. universities to the development goals of their respective countries.

#### 2. Conditions Expected at the End of the Project:

a. Fifty U.S. Fellows will have completed their teaching and research assignments in Latin America.

b. Approximately twenty indigenous L.A. professors (for whom U.S. Fellows substituted) will return from abroad and reassume their positions at their respective universities.

c. Thirty or more technicians in private industry will have received on-the-job training from U.S. Fellows who served internships.

d. The returnees in universities, in collaboration with their private sector counterparts will join forces in bringing technological innovations to local industry and commerce.

e. University-private sector cooperation will be extended to various areas of mutual interest in fields of science and technology.

PROJECT NO.	SUBMISSION <input type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION _____	(Number)	DATE	PAGE <u>3</u> of _____ PAGES
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### 3. Basic Assumptions

a. Financing and implementation of the LATF program will proceed as planned.

b. Program and individual performances will foster and promote university/private sector collaboration.

### C. Project Outputs:

#### 1. Outputs and Indicators:

a. Kind of Outputs:	b. Magnitude	c. Target Completion Date
U.S. (administrative funding): -selection, training, orientation and assignment of U.S. Fellows to serve in Latin American universities and private internships.	50	20 by 6/30/74 *40 by 6/30/75 *50 by 6/30/76
-Capable administrative staff to extend the program after AID phase-out in FY 76	10 people	6/30/76
<u>Coop Country</u>		
-Viable science and technology programs in national universities.	10 programs	12/30/75
-More competent workers in private enterprise trained by interns	20	10 by 6/30/75 *20 by 6/30/76
<u>Other Donors:</u>		
Field administration centers located in L.A. countries (Ford Foundation)	4	Ongoing

#### 2. Basic Assumptions (Outputs):

a. Qualified candidates will apply for and be accepted in the program.

\* = cumulative

PROJECT NO.	SUBMISSION <input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION _____	(Number)	DATE	PAGE <u>4</u> of _____ PAGES
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b. Financial and administrative capability of LATF will be adequate for the task.

c. L.A. universities and private enterprise will use the services of the U.S. Fellows as indicated by the program plan.

D. Project Inputs:

1. Inputs:

Over a three year period, beginning in FY 1974, AID will provide \$200,000 for the administrative support of the LATF headquarters activities in the recruitment and placement of 50 Fellows in the fields of science and technology.

The Ford Foundation plans to support the administrative operations of LATF in four L.A. field offices.

Other donors, predominantly the participating L.A. universities, will supply the funds, equipment and backstopping that is necessary for the support of the Fellows:

2. Implementation Schedule:

AID's basic concern with the LATF program is, for the most part, restricted to a new activity in which 50 science and technology Fellows will be recruited and placed in L.A. universities and enterprises.

AID input of \$200,000 will be scheduled over a three year period, at the end of which, the LATF promises to have arranged for other sources of income to support the science and technology facet of its program.

A schedule for phasing AID and related inputs is as follows:

a. Kind of Inputs:	b. Magnitude	c. Date Scheduled for Delivery
-AID grant	\$75,000	FY 1974 (1/1/74)
	\$75,000	FY 1975 (1/1/75)
	\$50,000	FY 1976 (1/1/76)
-Ford Foundation grant	\$60,000	1973 (Sept)
	\$40,000	1974 (Sept)
	\$20,000	1975 (Sept)
-Coop. Country: Universities pay salaries to Fellows	\$60,000 to \$100,000	Annually
-U.S. and L.A. Corporations (Interns)	\$20,000 to \$40,000	Annually
-Other: OAS; U.S. Government Agencies; U.S. Universities, etc.	\$20,000	Annually

PROJECT NO.	SUBMISSION <input type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION _____	(Number)	DATE	PAGE <u>5</u> of _____ PAGES
-------------	---	----------	------	------------------------------

The AID grants funds are basically for the administrative costs of recruitment, orientation and placement of the fifty fellows in Science and Technology in Latin American Universities and related institutions. As already mentioned, direct costs of these fellows are obtained from other non U.S. governmental sources in the U.S. and Latin America. LATF also applies some private sector supplementary funds in support of the S & T program. The AID grant is thus interdependent upon LATF obtaining these additional funds. LATF has shown a demonstrated capability to raise these funds. Also, at the date of this PROP LATF has raised \$203,000 of non USG funds to supplement the FY 74 Science and Technology Fellows program as follows:

1. Direct Fellow Costs

a) U.S. and LA Private Corporations	\$33,312
b) Latin American Universities	47,450
c) LA Government entities	<u>18,000</u>
	\$98,762

2. Administrative Costs

a) Ford Foundation - that portion of the Ford grant directly supplementing the Science and Technology program (field costs)	35,000
b) Private Sector support relative to this program	<u>70,000</u>
	\$105,000
Sum Total	<u>\$203,762</u>

PROJECT NO.	SUBMISSION	(Number)	DATE	PAGE <u>6</u> of _____ PAGES
	<input checked="" type="checkbox"/> ORIGINAL	<input type="checkbox"/> REVISION _____		

### 3. Basic Assumptions (Inputs):

a. AID and the Ford Foundation will provide funds in the amount and in line with the schedule as tentatively planned.

b. "Other" sources of support will continue their assistance to the program at current levels.

c. The receiving L.A. universities will provide salary support to the U.S. Fellows in other fields.

### E. Rationale

#### 1. Background

In 1966, the Fletcher School of Law and Diplomacy, of Tufts University in Medford, Massachusetts organized the Latin American Teaching Fellowship (LATF) program as an effective means of recruiting placing and financing U.S. Fellows to serve in teaching and internship positions in Latin America. During the last seven years, the LATF program has grown in size, status and effectiveness as it has sponsored over 180 Fellows from more than 40 U.S. universities and 14 foreign countries. These Fellows have taught in 13 Latin American countries for an approximate total of 300 man years. Forty three Fellows have also held internships in private and government agencies and enterprises in the countries in which they served

At LATF request, AID/W provided \$50,000 in FY 1970 and \$35,000 in FY 1971 to help sustain the administrative requirements of the program. No AID support was provided during the FY 1972-73 biennium, but again, in 1973, LATF requested that AID provide assistance to its headquarters operation to help initiate a new program component which emphasizes assistance to L.A. universities in the fields of science and technology. AID was assured by LATF that its program in science and technology has been specifically designed to complement rather than duplicate other programs, such as those of LASPAU and the NSF.

#### Nature of Program:

Under the new program component, fifty placements are to be made in science and technology including such specialized fields as entomology, bacteriology, hormone synthesis and earthquake engineering. AID funds will be used for purposes of recruiting, selection, orientation and placement. They will cover headquarters expenses incurred prior to departure of the professors for the host countries. For example, following the actual selection of a certain individual and prior to his arrival in the host country, a great deal of information on course preparation, laboratory facilities, bibliographical materials, etc., must be conveyed back and forth.

PROJECT NO.	SUBMISSION	(Number)	DATE	PAGE <u>7</u> of _____ PAGE
	<input checked="" type="checkbox"/> ORIGINAL	<input type="checkbox"/> REVISION _____		

LATF must also monitor performances and adjustment of an instructor after his placement in a host country, but all costs connected with this phase of the program will be paid from sources other than AID. For example, the Office of Inter-American Programs (CU/ARA) supports seven or eight LATF fellows each year in the amount of about \$9,500 per fellow. This assistance, however, is provided on a case by case basis, and while it is mutually beneficial to CU/ARA and LATF, it neither duplicates nor conflicts with the assistance being contemplated by AID.

Many of the LATF Fellows are wholly self-supporting in that their income derives from their own activities, either in teaching or in a combination of teaching and internship responsibilities. But this self-sufficiency notwithstanding, AID investigations revealed that the financial shortfall in both past and projected operations of LATF was substantially in the field of maintenance of the people whom LATF sends abroad.

When its new proposal was submitted to AID, the Ford Foundation and other agents by LATF, it contained five new project areas with an estimated budget requirement of \$979,150. When LA/DR investigation identified 61 organizations which have international programs having similarity with one or more of the five new project areas proposed by LATF, AID asked that the plan be scaled down to a more modest proposal that involved only the science and technology additions. Subsequent discussions between AID, LATF and the Ford Foundation resulted in a plan of more manageable proportions that will complement similar programs that are now being conducted by other organizations.

### 3. Program Justification:

During September and October of 1972, LATF staff, Fellows and alumni generated an impressive amount of correspondence to AID in support of the funding request. There were over seventy inquiries from U.S. Senators and Congressmen including 8 members of the Senate Appropriation Committee (4 of whom are on the Foreign Assistance sub-committee) and 3 on the House Appropriations Committee (two of whom are on the foreign Operations sub-committee); ten inquiries from Latin American based corporations; communications from two USAID Directors, one former Ambassador and several other individuals of the Congressional Correspondents. While this influential array of distinguished correspondence was not decisive in committing AID support to the LATF project, it was of a sufficiently sobering character to warrant an in-depth study of LATF operations by LA/DR.

On November 1, 1972, thirteen USAID Missions were asked for their comments on the LATF program.

In November and December, 1972, the LA/DR conducted an intensive appraisal/ evaluation of the LATF Fellows and program administration. AID also requested an audit of its FY 1970 and FY 1971 participation in the program.

The LA/DR evaluation report, completed on December 8, 1972, was very positive on the accomplishment of the Fellows, but indicated a need for LATF to determine with more precision its objectives and role in international development and to improve its management and budgetary methods.

The results of the November "field survey" revealed that, on the whole, the Fellows were well qualified, but ROCAP and Mexico commented on "lack of language facility," and Mexico preferred "seasoned professionals rather than graduate students."

PROJECT NO.	SUBMISSION	(Number)	DATE	PAGE <u>8</u> of <u>    </u> PAGES
	<input checked="" type="checkbox"/> ORIGINAL	<input type="checkbox"/> REVISION		

The HEW audit recommended strengthening of budgetary procedures and administrative accountability, but was otherwise of a positive tone.

Following the AID evaluation, discussions with LATF developed agreement on procedures for improving program administration, and for emphasizing the use of Fellows as substitutes for professors on leave for training. By the end of FY 1973, LA/DR was convinced that the LATF program would produce the desired multiplier effect and that the nominal grant requested of AID would produce many times over its value by promoting the development of science and technology capabilities in the L.A. universities.

#### F. Course of Action

The key aspects of the project are as follows:

##### COURSE OF ACTION (FY 1974)

##### Completion Date

- |  |          |
|--|----------|
| 1. LATF survey of L.A. universities, private enterprise and government agencies to determine needs and requests for assistance in science and technology fields from U.S. Fellows.               | Ongoing  |
| 2. LATF compiles list of requesting universities and other agencies in order of importance or priority, double checking with USAID's to assure assignment of Fellows to priority areas of need.  | Ongoing  |
| 3. LATF recruits candidates for fellowships.   | Ongoing  |
| 4. LATF screens candidates and designates those most likely to make major contributions to the project objectives.   | Ongoing  |
| 5. LATF matches each designated candidate with most appropriate and potential placement opportunity and gets mutual agreement on proposed placement from candidate and institution.              | Ongoing  |
| 6. LATF furnishes AID with status report. Completes Negotiation with AID, signs agreement and receives first release of funds.   | 12/15/73 |
| 7. Begins orientation of Fellows and makes arrangements for living quarters; agrees on work plan, and assembles needed materials, supporting resources and background data for L.A. assignments. | 1/15/74  |
| 8. First Fellows depart U.S. for their L.A. assignments.   | 2/1/74   |

AID 1025-1A (7-71) (NARRATIVE DESCRIPTION)

PROJECT NO.	SUBMISSION <input type="checkbox"/> ORIGINAL <input type="checkbox"/> REVISION _____ (Number)	DATE	PAGE <u>9</u> of _____ PAGES
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- 9. LATF backstopping of Fellows Ongoing
- 10. Repeat steps 1 thru 8 FY 1975
- 11. Repeat steps 1 thru 8 during FY 1976.
- 12. LATF continues program with new sources of revenue Open
- 13. AID phases out assistance to LATF science and technology program 7/30/76
- 14. LATF returns fellows as they complete their assignments Open

LOGICAL FRAMEWORK MATRIX - PROP WORKSHEET

Summary	Objectively Verifiable Indicators	Important Assumptions																																
<p>A.1. Goal To augment the role of higher education in the developmental process.</p>	<p>A.2. Measurement of Goal Achievement</p> <ol style="list-style-type: none"> <li>1. No. of courses offered in fields of Science and Technology.</li> <li>2. Research capacity in science and technology of participating university.</li> <li>3. Financial and other linkages resulting in a symbiotic relationship between universities and private and government entities</li> </ol>	<p>A.3. (as related to goal) L.A. universities will continue to function; will continue to express interest in science and technology programs, and will be solicitous of the indicated assistance.</p>																																
<p>B.1. Purpose To provide U.S. Fellows for university teaching and research in development related fields of science and technology through a privately supported program.</p>	<p>B.2. End of Project Status</p> <ol style="list-style-type: none"> <li>1. Fifty Fellows placed in science and technology teaching assignments in L.A. universities.</li> <li>2. Twenty indigenous professors return to their L.A. university teaching assignments upon completion of their training abroad.</li> <li>3. AID contribution phased out.</li> </ol>	<p>B.3. (as related to purpose) Program and individual performances will proceed as planned.</p>																																
<p>C.1. Outputs</p> <ol style="list-style-type: none"> <li>1. Selection, training, orientation and assignment of 50 Fellows to L.A. universities.</li> <li>2. Backstopping of 50 Fellows in L.A.</li> <li>3. Mobilization of private sector contributions to cover all administrative costs of science and technology program component by FY 1977.</li> </ol>	<p>C.2. Output Indicators</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">FY 74</th> <th style="text-align: center;">FY 75</th> <th style="text-align: center;">FY 76</th> </tr> </thead> <tbody> <tr> <td>1. Planned</td> <td style="text-align: center;">20</td> <td style="text-align: center;">20</td> <td style="text-align: center;">10</td> </tr> <tr> <td>2.</td> <td style="text-align: center;">20</td> <td style="text-align: center;">40</td> <td style="text-align: center;">50</td> </tr> <tr> <td>3. \$75,000 annually for FY 74 &amp; FY 75 &amp; 50,000 FY 76 to administer science and technology component.</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		FY 74	FY 75	FY 76	1. Planned	20	20	10	2.	20	40	50	3. \$75,000 annually for FY 74 & FY 75 & 50,000 FY 76 to administer science and technology component.				<p>C.3. (as related to outputs) Qualified candidates will apply for and be accepted in the program. Financial and administrative capability of LATF will be adequate for the task.</p>																
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<p>D.1. Inputs</p> <ol style="list-style-type: none"> <li>1. AID funds</li> <li>2. L.A. firms and Gov. agencies:             <ol style="list-style-type: none"> <li>a. Internships</li> <li>b. Donations</li> </ol> </li> <li>3. Contributions by U.S. and Canadian firms.</li> <li>4. Salaries/honoraria from L.A. universities.</li> <li>5. Multilateral and other donors</li> <li>6. Foundations</li> <li>7. Tufts Univ. to cover shortfall.</li> </ol>	<p>D.2. Budget Schedule</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">FY 74</th> <th style="text-align: center;">FY 75</th> <th style="text-align: center;">FY 76</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td style="text-align: center;">\$75,000</td> <td style="text-align: center;">\$75,000</td> <td style="text-align: center;">\$50,000</td> </tr> <tr> <td>2. LATF staff to generate approximately</td> <td></td> <td></td> <td></td> </tr> <tr> <td>3. \$150,000 annually to support</td> <td></td> <td></td> <td></td> </tr> <tr> <td>4. Science and Technology Fellows in their</td> <td></td> <td></td> <td></td> </tr> <tr> <td>5. Latin American university assignments</td> <td></td> <td></td> <td></td> </tr> <tr> <td>6. Ford - \$120,000 over 3 yr period., others being solicited.</td> <td></td> <td></td> <td></td> </tr> <tr> <td>7. Subject to annual determination</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		FY 74	FY 75	FY 76	1.	\$75,000	\$75,000	\$50,000	2. LATF staff to generate approximately				3. \$150,000 annually to support				4. Science and Technology Fellows in their				5. Latin American university assignments				6. Ford - \$120,000 over 3 yr period., others being solicited.				7. Subject to annual determination				<p>D.3. (as related to inputs) AID inputs will be available thru FY 76, for the science and technology program, and discontinued immediately thereafter. A growing number of North American, multi-national and L.A. firms and agencies will contribute to program support.</p>
	FY 74	FY 75	FY 76																															
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