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1971

A.I.D.  
Reference Center  
Room 1656 NS

PD-AAD-742-B1

PROP

DEVELOPMENT ADMINISTRATION TRAINING

19p.

Country: Turkey Project No. 277-15-995-396

Submission Date: January 26, 1971 Original X

Project Title: Development Administration Training

U.S. Obligation Span: FY 1966 through open

Physical Implementation Span: FY 1966 through open

Financial Requirements:

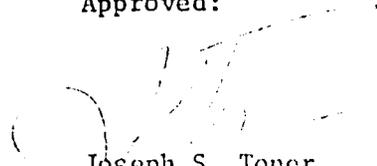
U.S. Dollars . . . . . (See Annex D)

U.S. owned local currency . . . . . None

Cooperating country cash contribution

(\$ equivalent/exchange rate: \$1 = TL 15) (See Annex E)

Approved:



Joseph S. Toner  
Director  
USAID/Turkey

A. Goal.

The goal of this project is to help Turkey obtain the full spectrum of professional skills required to effectively plan, manage, and execute its developmental activities.

During the early stages of U.S. economic assistance to Turkey, overwhelming emphasis was placed on the technical and short-term training programs required to meet the immediate infrastructural and technological needs of the economy. Large investments were made in the training of engineers, agricultural specialists, and related educational personnel. The best of these A.I.D. participants (as well as participants supported by other donor countries) have risen to leadership positions within the present government. These leaders recognize however that further managerial and analytical skills are required to plan, manage and execute the policies and programs of a complex and dynamic economy.

These same lack of skills are predominant in the private sector, where the outstanding industrialists of the day have prospered through their creativity and resourcefulness within the framework of a highly protective economy. With large-scale, family-owned businesses rapidly disappearing from the scene, and with the increasingly competitive forces now at work, the former owner-manager now realizes that he must have trained business administrators to meet the new and increasingly growing demands for industrial efficiency.

B. Purpose.

This project is designed to accomplish three general objectives.

1. To develop within a select number of key governmental institutions a cadre of highly trained economists, administrators and social scientists who can reasonably be expected to assume greater leadership responsibilities within the Turkish governmental system in the future. Two key governmental institutions have been identified for special emphasis since the inception of the project and for the immediate future. These are the State Planning Organization (SPO) and the Ministry of Finance (MOF), both of which have a profound influence on the entire spectrum of significant economic and socio-economic activities undertaken in Turkey in the private and public sectors. It is expected that these two governmental agencies will continue to play an influential role in the development and execution of government policies.

Thus what normally would be considered an "umbrella" type project has been purposely structured to develop a critical mass of personnel in two key agencies and, within the resources available, a select number of other organizations which in the future might also assume a broad influence on development policies and programs in Turkey.

The Government of Turkey clearly assigns a high priority to the training of promising young civil servants abroad. In addition to the 750-1000 foreign training opportunities annually available under bilateral and multilateral assistance programs, the Government of Turkey independently finances some 1,400 scholarships a year for its civil servants, of which some 600 per year are for graduate level programs. However, for a number of reasons, the training programs are widely diffused throughout the government and the preponderance of the programs are in technical fields. For example, of the 104 new fellowships programmed for the current year under the German technical assistance program, all but eight fellowships are concentrated in essentially technical areas. Similarly the French and U.K. programs are heavily concentrated in technical areas. (See Annex A.) The UNDP which, along with A.I.D., provides the greatest number of scholarships, (around 200-250 per year) has yet to complete a comprehensive analysis of its training programs. We do know, however, that this program also emphasizes technical training in connection with U.N. financed projects in Turkey. Equally significant is the fact that three of the four major donors (Germany, UNDP and the U.K.) allocate from 5-10 fellowships a year to SPO, but rarely to the Ministry of Finance which turns to the A.I.D. program as the almost exclusive source of external support. France normally does not provide assistance to either of these institutions.

As long as the higher education system in Turkey cannot meet the manpower demands for technical and managerial personnel, this pattern of training can be expected to continue, with other donors continuing to provide technical scholarships in areas where A.I.D., by policy, has reduced its participation over the past few years. Furthermore, the Turkish administrators likely will continue to be pressed to distribute its scholarship programs among the entire governmental service, rather than concentrating the major share of these resources in the areas of highest organizational and professional priority.

Until recently, the Government of Turkey has not been in complete agreement with A.I.D. regarding our desire to concentrate the resources of this project in a select number of critical institutions. However, in spite of this, 73% of the total long-term training grants have been allocated to four agencies (with overwhelming concentration in the MOF and SPO), and 65% of these grants have been either in the disciplines of public administration or economics. The GOT has now agreed that beginning in FY 1972 all long-term participants financed under this activity will be trained in either public administration or economics, and that its candidates will be confined to the SPO, the MOF and one or two other key organizations as mutually determined each year.

As this program is in its infancy there is little empirical data to analyze the benefits of our inputs. However, our past heavy emphasis on technical and short-term training programs was not addressed to the types of complex social and economic problems which present and future Turkish leadership now must face. We are thus operating on the basis of what seems to be reasonable hypotheses that over the next 10 to 20 years: a) the MOF and SPO will continue to play a dominant role in the decision-making processes of the government; b) because of the prestige of these two institutions, they will attract the elite of those interested in government service; c) this elite will stay with these two institutions or other influential agencies in the government as they come to the fore; d) these young Turks as a group will comprise a dynamic force for economic development in Turkey, and finally; 3) any future government will place its reliance and trust on this younger, well-trained staff to develop and execute government policies.

As long as the U.S. Government has a direct interest in encouraging Turkey to follow a rational and dynamic economic policy, and as long as technical assistance remains an important instrument in the U.S. economic assistance portfolio to Turkey, this activity will have a potentially important role and should be continued. USAID therefore proposes that no fixed termination date be established at this time.

2. To increase the number of trained business administrators in the private sector. The higher education system in Turkey is not keeping pace with the manpower demands of the rapidly expanding business sector. In 1962 there was estimated to be about 38,000 managerial personnel in the public (i.e., the State Economic Enterprises) and the private sectors. The demand by 1968 was estimated to be 106,000, an increase of 18,000. During that same period, Turkey's private and public institutions were capable of producing about 5,500 "theoretically" qualified managers (i.e., having B.A. degrees in business administration

or management). From 1968 to 1972, it is estimated that the demand for managerial personnel will have increased by another 36 percent. While the educational system in Turkey is continually expanding (and consuming over 20 percent of the current account expenditures of the GOT budget), it is not adequate to produce the number and types of skilled professional personnel in management to meet the projected needs. At the graduate level, the situation is even more critical. Although there are a number of business schools which award graduate "degrees" (including the Academies of Economics and Commerce), only Robert College and Istanbul University offer graduate programs which could equate to an MBA degree from an American business school. These two institutions graduate 25-30 students per year with Masters Degrees in Business Administration. No other Turkish institution provides the quality of training in business administration which meets the demands of a highly industrialized economy. Thus for the foreseeable future Turkey must continue to place heavy reliance on the importation of modern business knowledge through overseas training programs and expatriate consultants.

In the public sector, the training of more qualified managers alone will accomplish little in improving industrial efficiency. The essential prerequisite is a determination by the Government that the social and political benefits (e.g., higher employment, protection and control of important natural resources) obtained from the existing policies of the State Economic Enterprises are not worth the economic costs. Thus, for the present, training investments in the private business sector are more likely to result in more significant and more immediate economic returns and, therefore, it is this sector that is the objective of A.I.D. assistance.

This objective is being pursued by providing the quality graduate training in business administration which can best be obtained in the U.S. to 20 students each year selected through a competitive examination process by the Turkish Education Foundation (TEF) which provides the lira cost for the program. The Turkish Education Foundation represents Turkey's first effort to create an effective private institution to increase educational opportunities for talented Turkish youth.

A more significant factor in terms of long-range development objectives is the potential of the TEF as an institution and its impact on Turkish cultural and educational patterns. Established in 1967 by leading businessmen and educators in Turkey, TEF by the end of the second year of operation was already managing 700 scholarships within Turkey, 95% of which were for higher education. The recipients of the local scholarships are obligated to repay TEF.

With financial assistance from the Ford Foundation, TEF plans to enlarge its operations by sponsoring a survey of the manpower and education needs of Turkey and organizing a national merit scholarship program. Thus Ford Foundation has assumed the leading role in the long range institution-building aspects of the TEF, with A.I.D. assistance playing an indirect, but significant, supportive role. For example, A.I.D. scholarships have helped enhance TEF's institutional reputation. It has also encouraged TEF to develop plans to act as a clearing house and information center for students seeking independently financed scholarships abroad. Because of our program, TEF has proven its willingness to finance English language training for those Turks who would otherwise qualify for their overseas training program. TEF is willing to enlarge this program.

To date, the candidates selected - largely from Robert College and METU - have represented the elite of Turkey. However, it is this class which might represent Turkey's best chance to move into a modern, industrialized, open economy as it can be expected to assume the same type of leadership role in the private sector as have many A.I.D.-financed government participants in the public sector. Based on our experience, it is clear that the quality of the candidates sponsored by the TEF is very high and that it is reasonable to assume that the Turks trained under this program will make a positive contribution to the development of the private sector.

However, before this activity can hope to meet its objective, several key issues must be resolved. The first concerns the development of the TEF as a viable, self-supporting institution capable of sponsoring the overseas training program with its own financial resources, with the government's willingness to permit TEF to convert lira into foreign exchange.

TEF has taken several other measures to assure its eventual financial viability, the most important of which is a legacy program which at present has a potential value of TL 130 million. Beginning in FY 71, the A.I.D. sponsored grantees will be required to repay the lira portion of the program (international travel and miscellaneous local expenses) to a revolving fund which will help pay the cost for students selected for future training. The further growth of the TEF financial portfolio will be largely dependent upon whether the Foundation can continue to capture the imagination and support of the business and education community in Turkey. If financially viable, the continuation of an overseas scholarship program under TEF auspices

will depend upon the government granting TEF the requisite foreign exchange privileges. Inasmuch as the GOT now authorizes the conversion of lira for about 1300 students studying abroad under their own resources, USAID believes that TEF will be able to obtain the same privileges. Continuation of A.I.D. support will be conditioned on progress made in this area.

The second issue concerns the parochial approach TEF is taking to the selection of candidates. Almost without exception all candidates to date are products of the Istanbul or Ankara areas, leaving other promising industrializing regions without any participants. For example, the businessmen in the Adana area have complained that they too have a need for highly trained manpower. Yet none of their citizens are selected for the TEF program. The Executive Committee of the TEF recognizes this problem, but argues that the candidates from Adana or other areas have not met the academic standards used in the selection process by the Foundation. USAID believes that if the TEF program is to have a national orientation, this issue must be resolved. We shall attempt to investigate means by which this can be accomplished, including perhaps reserving a portion of these scholarships exclusively for candidates from other than Istanbul and Ankara.

A third issue is that there is little institutionalized multiplier effect from the training as the returned participant, in theory, just melts into the economy. During the course of the project A.I.D. will explore with TEF a means by which other segments of the private sector can profit from the experience and education gained by these participants. At a minimum, we envisage the utilization of these participants in periodic management forums sponsored by such organizations as the Turkish Management Association, Chambers of Commerce, and a new Management Training Institute discussed below.

The final issue which has concerned the USAID and the GOT has been that past TEF participants have had no job-oriented experience prior to their selection. Rather they have been almost exclusively selected immediately upon receiving their undergraduate degrees. In response to this concern, TEF has stated its willingness to select a portion of future candidates having one or two years of experience in industry.

One of the more promising developments on the horizon is a proposed IBRD-supported project to establish a new Management Training

**Institute near Istanbul.** The Institute would have the capacity to provide one year training programs for 200 managers in the public and private sectors. If realized, the Institute's proposed curricula could well satisfy the academic requirements of a first year of an MBA program in a U.S. educational institution. (See Annex B.) The opportunities to establish a linkage between the TEF program, the Management Training Institute and, perhaps, Robert College appear hopeful. For example, TEF could contribute to the financing of the Institute's annual operational costs and could select some of the better graduates from the Institute for advanced training abroad; or in collaboration with some American universities the first year of the MBA program could be provided in Turkey, thus reducing the dollar requirements per participant to one year. TEF also could arrange for many of the returned participants to serve as part-time instructors at the Institute. The staff and physical facilities at Robert College may turn out to be the ideal base for traditional academic support for the new Institute, particularly during the early years of its development.

In sum, the Turkish Education Foundation already has shown that it has the dynamic leadership and institutional strength to reshape its programs and policies to further its objectives. USAID believes that a number of possibilities are open to TEF to play a significant role in assuring that the private sector will be able to have access to the trained manpower required for its continued growth and modernization. We therefore propose to continue and formalize our support to TEF for up to another seven years subject to the progress made toward achieving the output targets discussed below, and conditioned upon overall economic factors continuing to merit U.S. technical assistance to Turkey during that time period.

3. To accommodate selective priority targets as they arise prior to the formalization of a separate project. A modest portion of the funds allocated to this project (10-15%) will be set aside as a built-in flexibility to respond to new initiatives as they arise and to finance those activities which while desirable, cannot be established as formal projects. For example, we have found that one of the key obstacles to establishing a new project has been the lack of awareness or appreciation of the subject matter by the GÖT planners or the potential GÖT counterparts. This project provides an opportunity to train or expose a modest number of GÖT personnel in areas which we consider to be significant prior to the formulation of a project or program. For example, all bilateral family planning training activities have been and likely will continue to be funded this way. Also we have been sending two to four Turks per year to the International

Marketing Institute at Harvard in support of activities carried out by USAID (Marketing of fresh fruits and vegetables for export and tourism development). We have also used this budget to respond to priority GOT requirements if they were compatible with our overall U.S. objectives and within financial availabilities of the project.

C. Output Targets.

1. Public Sector. This activity will provide 25-30 highly trained civil servants to key government institutions each year. For example, through this activity alone, we anticipate that 150 public servants will return to the Ministry of Finance and the State Planning Organization during the next ten years with the academic credentials and the actual skills required to assume the key positions within ~~these~~ two organizations.

This output target relates to approximately 600 key positions in these two institutions which will become vacant through normal attrition. Through the combined resources of other donors, independently financed GOT scholarships and other related A.I.D. projects (i.e., the Budget Administration and Tax Administration projects) we estimate that, conservatively, within the next 10-15 years over 50 percent of all key positions in the Ministry of Finance and the State Planning Organization will be occupied by Turks with graduate level training abroad in public administration or economics.

In making these projections, we are assuming that the past record of the GOT regarding the retention and advancement of its personnel trained abroad will continue to hold true. A good example of this past performance is the Department of Treasury (O.I.E.C.) where over half of the 35 key positions are now encumbered by western trained Turks. Nine of these personnel received long-term A.I.D.-financed training. Future performance can be objectively verified.

Each year USAID will encourage the other donors to increase their fellowship programs in economics and public administration, particularly for those Turks who have language abilities in French or German, but not in English. However the total number of fellowships annually allocated in these areas to the Ministry of Finance and the State Planning Organization will be limited not only by language qualifications, but also by the number of people these important institutions can afford to release for training at any given time. Thus we do not anticipate any dramatic increases in the total number of scholarships utilized by these two institutions.

The key obstacles in achieving current and proposed output targets have been the lack of an adequate number of academically and language qualified candidates. The academic qualifications pose a less serious, but important, problem. Because of the past emphasis on technical training, particularly engineering and other technical subjects, many promising candidates do not have the undergraduate background normally associated with the academic prerequisites for graduate training in public administration or economics. However, our experience to date supports the assumption that Turks accepted for graduate work in economics and public administration in U.S. institutions perform reasonably well.

English language proficiency remains the primary obstacle to achieving output (and input) targets. This traditional problem reached a new high last year upon the withdrawal of the Peace Corps Volunteers from the Intensive Language Center at Gazi Pedagogical Institute, the primary source for English language training of government employees. Although the government has authorized, and is financing intensive English language training for A.I.D. participants at the Turkish American Association, no permanent solution has been found.

Thus a key assumption supporting our proposed targets is that the GOT will resolve this problem, perhaps in the beginning through a number of ad hoc arrangements. We can expect the GOT to continue to use TAA facilities as long as this is feasible. Also the government has recently shown its commitment to assure the full utilization of A.I.D. resources by nominating and placing into language training twice the number of candidates than available training opportunities. Finally, the Ministry of Finance and, to a lesser extent, the SPO have and use the legal authority to assign its staff to Turkish Embassies and Consulates abroad for the sole purpose of meeting the language requirements for academic training.

2. Private Sector. By the terminal date of A.I.D. support to this activity, we expect the Turkish Education Foundation will: a) have the institutional capacity and authority to finance the training abroad of promising young Turks in the private sector; b) act as a clearing house for Turks seeking independent scholarships abroad; c) establish and support an institutional arrangement with the Management Training Institute and/or some similar organization (e.g., the Çukurova Development Council) to assure a greater multiplier effect from TEF's and A.I.D.'s investments.

The size and continuation of A.I.D. assistance will be directly linked to verifiable progress in these areas. The exact timing

of the achievement of these or equal benchmarks of progress is difficult to predict at this stage. However, USAID proposes to press for their accomplishment within the following general time frame (including accomplishments to date).

FY 1969 - TEF proves its ability to select outstanding candidates for MBA programs in the U.S. and to meet the lira costs associated with these programs.

FY 1970 - TEF begins to finance English language training for Turks who would otherwise be qualified for training abroad.

FY 1971 - TEF agrees to require A.I.D. participants to repay the lira portion of their programs into a revolving fund to increase TEF's financial portfolios.

FY 1972-73 - TEF becomes more national in scope, with an increased percentage of A.I.D. participants selected from outside of the Ankara and Istanbul areas and with the size of the English language training program increasing. More candidates chosen directly from industry. During this time period, an institutional linkage is developed with the returned TEF participants, perhaps at first with the Turkish Management Association, or some similar appropriate institution.

FY 1974-75 - TEF begins to finance the full foreign exchange costs of a modest number of overseas training grants and is fully established as a clearing house for students seeking independent scholarships abroad.

FY 1976-78 - TEF financial portfolio and foreign exchange privileges increased to assure a continued, large scale overseas training program without further external assistance. TEF establishes institutional linkages and supports such organizations as the Management Training Institute and the Çukurova Development Council.

#### D. Inputs.

1. Public Sector. A.I.D. will finance the dollar costs of up to 30 graduate degree programs per year. The Government of Turkey will finance the international travel and related local costs including all costs related to qualifying candidates in English language. The GOT will also assure that each participant will be assigned to an appropriate government position upon his return.

2. Private Sector. A.I.D. will finance up to 20 graduate programs in business administration or management per year.

The Turkish Education Foundation will provide the lira support for the A.I.D. program and, as discussed above, will establish the institutional linkages for the selection of new and utilization of returned participants. TEF will also begin to finance an overseas training program exclusively with its own resources. Key inputs will be the decisions and the budgetary allocations by the TEF Board of Trustees and, where necessary, the GOT to accomplish these objectives.

3. Selective Priorities. A.I.D. will utilize up to \$50,000 per year of project funds to respond to new initiatives and other high priority targets. The GOT will assume the related lira costs.

ANNEX A

U.K., FRENCH AND GERMAN 1970 FELLOWSHIP PROGRAMS

<u>FIELD OF ACTIVITY</u>	<u>SHORT-TERM</u>	<u>LONG-TERM</u>	<u>TOTAL</u>
Agriculture	28	52	80
Industry and Mining	24	6	30
Transportation	21	-	21
Education	21	15	36
Labor	7	-	7
Public Administration	18	26	44
Economics	-	3	3
Health and Sanitation	5	4	9
Communication	-	5	5
Tourism	6	3	9
Banking	-	1	1
Science	7	12	19
General & Miscellaneous	4	2	6
	<hr/>	<hr/>	<hr/>
Adjusted Total*	141	129	270

\*Adjusted Total based on history of actual implementation which usually approximates 80% of approved program levels.

U.K., FRENCH AND GERMAN 1970 FELLOWSHIP PROGRAMS  
RECIPIENT INSTITUTIONS

<u>Ministry or Institution</u>	<u>Short-Term</u>	<u>Long-Term</u>	<u>Total</u>
Prime Ministry	4(1)*	17(8)*	21
Ministry of Interior	5	5	10
Ministry of Education	17	17	34
Ministry of Public Works	9	-	9
Ministry of Commerce	5	1	6
Ministry of Agriculture	8	14	22
Ministry of Labor	5	-	5
Ministry of Forestry	-	2	2
Ministry of Industry	13	4	17
Ministry of Energy and Natural Resources	27	6	33
Ministry of Tourism	8	2	10
Ministry of Reconstruction and Resettlement	5	7	12
Ministry of Justice	-	1	1
Ministry of Communications	10	-	10
Ministry of Village Affairs	4	5	9
Ministry of Finance	2	-	2
Ministry of Health	2	2	4
Ministry of Customs and Monopolis	-	1	1
Universities	12	32	44
Chamber of Commerce	3	1	4
Organization of Engineers	1	4	5
Agriculture Bank	-	2	2
İç-Bank	-	1	1
Turkish Municipal Association	1	-	1
TRT (Turkish Radio & TV Association)	-	5	5
	141	129	270

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\* Number of Participants from State Planning Organization

## ANNEX B

### CURRICULUM FOR PROPOSED IBRD-FINANCED MANAGEMENT INSTITUTE

#### a. General executive development and consultancy management programme

This would include: general orientation, applications of management consultancy, planning and methods of management consultancy including diagnostics, business appraisal, policy and decision-making, financial analysis, productivity analysis, cost analysis, production management analysis, marketing analysis, organization and methods analysis and personnel administration analysis.

#### b. Management information systems, including the use of computers as a management tool

The areas covered in this part of the programme would include: information-based theory of management, economics information, systems analysis and design, management applications of computers, computer technology, computer-aided decision-making.

#### c. Specialized fields

The specialized fields of the programme would cover:

1. Production and operations management: including the design of operating systems, planning and scheduling of operations control of production, inventories, quality and costs, etc.;

2. Financial management: including investment policy, financial business analysis, financial control systems and information services, costing systems and management decisions, measurement of efficiency, human factors in management accounting;

3. Marketing: including concept, nature and scope of marketing, consumer and industrial buying behaviour, determination of product policy, distribution strategy and methods, pricing and competition strategy, sales promotion and communication, market research, marketing planning and management, sales budgeting, etc.;

4. Personnel administration: including industrial relations, occupational and industrial psychology, industrial sociology, industrial law, statistics, manpower budgeting, financial control, functions of personnel management, wage and salary administration, etc.;

5. Organization and methods: including applications of work study techniques to administrative procedures, work simplification, systems design, paperwork planning, methods and motion economy, office machines and clerical aids, lay-out of offices and equipment, work measurement procedures, activity sampling, human considerations, etc.

ANNEX C

ANNUAL FINANCIAL REQUIREMENTS BY CATEGORY  
(Obligations \$000 and Number of Participants)

	<u>A c t u a l   O b l i g a t i o n s</u>					<u>P r o j e c t e d   O b l i g a t i o n s</u>												
	<u>FY 66</u>		<u>FY 67</u>		<u>FY 68</u>		<u>FY 69</u>		<u>FY 70</u>		<u>FY 71</u>		<u>FY 72</u>		<u>FY 73</u>		<u>FY 74</u>	
	<u>\$</u>	<u>Part</u>	<u>\$</u>	<u>Part</u>	<u>\$</u>	<u>Part</u>	<u>\$</u>	<u>Part</u>	<u>\$</u>	<u>Part</u>	<u>\$</u>	<u>Part</u>	<u>\$</u>	<u>Part</u>	<u>\$</u>	<u>Part</u>	<u>\$</u>	<u>Part</u>
<u>1 Public Sector</u>																		
New Starts		(12)		( 8)		(11)		(20)		(25)	200	(25)	240	(30)	240	(30)	240	(30)
Extensions										..	66	(14)	84	(12)	84	(12)	140	(20)
<u>2 T.E.F.</u>																		
New Starts						(14)		(20)		(20)	160	(20)	160	(20)	160	(20)	160	(20)
Extensions											29	(11)	63	( 9)	70	(10)	70	(10)
<u>3 Selective Priorities</u>		(16)		( 4)		( 9)		( 2)		(18)	50	(25)	50	(25)	50	(25)	50	(25)
TOTAL	124	(28)	56	(12)	106	(20)	379	(36)	449	(63)	505	(95)	597	(96)	604	(97)	660	(105)

- Notes: 1/ Budgetary projections in FY 1975 and beyond for the public sector and selective priorities would remain the same as FY 1974 as long as grant funded technical assistance is required. Support for the Turkish Education Foundation will end no later than FY 1978.
- 2/ Extensions for FY 71 and FY 72 based on actual participant pipeline. Future projections based on extensions of two-thirds of all public sector participants and an average eighteen month training program for the TEF participants.
- 3/ Budget does not include Family Planning activities which will require budgetary add-ons.

Annex D

NONCAPITAL PROJECT FUNDING (OBLIGATIONS IN \$000)

PROP DATE: January 26, 1971

Original : X

COUNTRY: Turkey Project Title: Development Administration Training

Project No. 277-15-995-396

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Fiscal Years	Ap.	L/G	Total	Direct Participants
Prior through FY 1970	TC	G	1,114	1,114
Operational FY 1971	TC	G	505	505
FY 1972	TC	G	597	597
FY 1973	TC	G	604	604
FY 1974	TC	G	660	660
Total	TC	G	OPEN	OPEN

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## Annex E

Exchange rate: \$1 = 15 Turkish Lira

Project No. 277-15-995-396

Fiscal Years	Government of Turkey Budget <sup>1/</sup> (\$000 Equivalent)	Turkish Education Foundation <sup>2/</sup> Contribution (\$000 Equivalent)
Prior through FY 1970	253	37
Operational FY 1971	75	32
FY 1972	81	32
FY 1973	81	32
FY 1974	81	32
Total	OPEN	OPEN

1/ Includes transportation, salaries, and English language training.

2/ Includes transportation and English language training.

AGENCY FOR INTERNATIONAL DEVELOPMENT (A.I.D.)

PROJECT AUTHORIZATION

Inq. 2770396

PN-

1. PROJECT NUMBER 277-15-995-376	3. COUNTRY TURKEY	4. A
2. PROJECT TITLE DEVELOPMENT ADMINISTRATION TRAINING		5. AUTHORIZATION DATE April 8, 1971
7. LIFE OF PROJECT		6. PROP DATED January 26, 1970

a. Number of Years of Funding: open  
Starting FY 1966; Terminal FY 19 OPEN

b. Estimated Duration of Physical Work  
After Last Year of Funding (in Months): N/A

FUNDING BY FISCAL YEAR (in U.S. \$ or \$ equivalent)	DOLLARS (000)		P.L. 480 GCC + FREIGHT	LOCAL CURRENCY Exchange Rate: \$1 =			
	GRANT	LOAN		U.S. OWNED		HOST COUNTRY	
				GRANT	LOAN	JOINTLY PROGRAMMED	OTHER
Prior through Actual FY-70	1,114						290
Operational FY-71	535						107
Budget FY-72	500						113
B + 1 FY-73	604						113
B + 2 FY-74	660						113
B + 3 FY							
All Subsequent FY's							
<b>TOTAL</b>	<b>3,413</b>						<b>736</b>

9. DESCRIBE SPECIAL FUNDING CONDITIONS OR RECOMMENDATIONS FOR IMPLEMENTATION, AND LIST KINDS AND QUANTITIES OF ANY P.L. 480 COMMODITIES

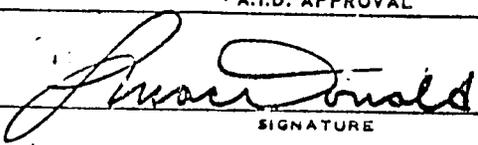
10. CONDITIONS OF APPROVAL OF PROJECT

(Use continuation sheet if necessary)

11. Approved in substance for the life of the project as described in the PROP, subject to the conditions cited in Block 10 above, and the availability of funds. Detailed planning with cooperating country and drafting of implementation documents is authorized.

This authorization is contingent upon timely completion of the self-help and other conditions listed in the PROP or attached thereto.

This authorization will be reviewed at such time as the objectives, scope and nature of the project and/or the magnitude and scheduling of any inputs or outputs deviate so significantly from the project as originally authorized as to warrant submission of a new or revised PROP.

• A.I.D. APPROVAL		CLEARANCES		DATE
 SIGNATURE	AA/NESA TITLE	4/8/71 DATE	NESA/NE/TUR:CGleason	3/26/71
			NESA/PR:RBirnberg	3/26/71
			NESA/NE:BLangmaid	4/2/71
			A/CONT	