

Outline for Project Paper on Asian Teaching Fellows Program

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PART 1 - SUMMARY AND RECOMMENDATIONS

A. FACE SHEET - ASIAN TEACHING FELLOWS PROGRAM

B. RECOMMENDATIONS

Grant \$180,000

C. DESCRIPTION OF PROJECT

The purpose of this project is to support, through a "seed grant" to a two-year pilot project, the expansion of the Latin American Teaching Fellows (LATF) program into Asia to facilitate the recruitment of overseas scholars, researchers, and consultants (called teaching fellows) to fill positions identified by Asian institutions in AID recipient countries as essential to their efforts to establish programs serving local and regional development needs. The ATF would rely principally on the resources provided by these institutions to cover the costs of the teaching fellows. The term "teaching fellow" is used to mean any appointment under the program that involves teaching, research, consulting or advisory services.

The basic proposition of this project is that:

- Asian developing countries have resources to finance about 75% of the costs of providing a larger flow of technical expertise to their universities to work on the problems of the poor majority.
- talent is available in the U.S. which is willing to work for the wages offered by Asian universities and which is capable of making the contributions expected by these institutions.
- where university stipends are insufficient to maintain a standard of living commensurate with that of Asian peers, part time public or private jobs (called internships) can be arranged to provide supplementary income.
- private sector donors are available who are willing to contribute to the costs of a program which would match the jobs supported by the Asian funds with the talent that would like to fill the jobs.
- LATF has the capability to put such a program together, including the raising of substantial private sector funds and income from related special technical assistance projects which by the third year of operations of ATF would eliminate the need for additional AID budgetary support.

With the help of a \$10,000 AID travel grant, LATF obtained documentation supporting the demand for ATF services, including 21 requests from the Philippine Government for which it would pay \$1,000 to \$1,500 per month, international travel, excess baggage, and a 20% placement fee based on the stipend. The Philippine offer made a pilot project a feasible risk. LATF has proposed that a two-year pilot project centered primarily around the Philippines and placing 35 fellows in that period has the potential of becoming self-sufficient. Since it took LATF 10 years to become self-supporting only this year, the probability of ATF becoming self-supporting by its third year is doubtful, but it is estimated at 50-50 given the current success of LATF.

The main issue that this project raises is whether professors provided at an overall cost of about \$25,000 per year, compared with AID's costs of \$50-\$70,000 per year for experts, will be of sufficient caliber, experience and facility in the local language to achieve the overall goal of this project, namely to increase the capacity of universities and public institutions in AID-recipient countries in Asia to focus on the development problems of the poor majority. To the extent that the fellows are placed in the provincial universities which are playing an increasingly important role in local development programs, there is a good chance that these fellows will make an impact because these universities have had difficulties in recruiting local talent to fill positions focusing on the problems of the poor majority.

One reason that these provincial universities in many cases have not benefited from externally supported technical assistance programs is that their needs exceed the annual resources of these programs. This is true of AID. Accordingly, for the ATF to become a part of the Asian network of technical assistance programs, it will have to become self-supporting after a short pilot period since there are no funds available to support it on a recurring annual basis.

Total estimated costs of the two-year pilot project are \$1,169,000 and will be funded as follows:

- \$180,000 from AID "seed grant"
- \$417,000 from Asian universities
- \$202,000 from Asian Government internships
- \$111,000 from private sector internships
- \$190,000 from private sector donations
- \$ 64,000 from special technical assistance projects

As the "seed grant", AID funds will account for 75% of cash requirements

in the first quarter, 50% in the second quarter, 9% in the third quarter and nothing in the fourth quarter. Sixty percent of the total AID grant is expended in the first 6 months. Thereafter, the AID funds serve mainly to offset the estimated gap between costs and revenue.

A crucial requirement of this project is the availability of credit, since deficits in cash flow usually occur during the first three quarters of each year. Tufts will provide this credit as a contribution to the project. Tufts will also be legally responsible for ATF's obligations and will be party to the AID grant agreement.

This is an innovative project. At the end of the first six months the progress to-date, particularly the fund-raising efforts in the private sector, will be reviewed to determine if the conditions of the project have been met to warrant continued AID participation. If the project does continue, there will be a joint AID-ATF evaluation in January - February 1978 to determine if the project made an impact of the goal objective and to measure the success of the ATF against the accomplishments proposed in this project paper.

D. SUMMARY FINDINGS

The ATF represents an innovative approach to meet a technical assistance need of developing countries that AID cannot deal with directly on a significant level. If ATF is successful, it will be able to raise from the private sector a considerable amount of resources that otherwise would not be available to meet this need. If the linkage between the ATF program and AID's goal of increasing the capacity of Asian universities to focus on the problems of the poor majority is verified, this project will also have ramifications on AID's thinking on its policies for recruiting experts to assist developing countries over extended periods of time. The pilot project is a high risk entrepreneurial effort, but if it can just fill the requirements submitted by the Philippine Government, it will have made a considerable impact, costing AID at the maximum about \$9,000 per man year of teaching fellow. With the Philippine offer, the risk is worth the AID "seed grant" investment.

E. PROJECT ISSUES

This project was received initially with considerable skepticism primarily resulting from four issues:

1. Should AID subsidize the appointment of faculty to Asian universities?

When the original ATF proposal was first submitted to AID, it looked as if the main rationale for AID support would be that one AID dollar could marshall three or four Asian dollar equivalents to pay the costs of professors in the United States to teach at Asian universities. The proposal presumed AID support considerably longer than two years. In addition, in accordance with the Congressional Mandate, AID was cutting back assistance to higher education to activities which were directly relevant to solving the problems of the poor majority. AID had also requested the National Association of State and Land Grant Universities to review the contribution of institution-building assistance to universities toward supporting the Congressional Mandate in the long run. Accordingly, the initial AID reaction was that initiatives in direct support to universities should await the results of the study. The issue was resolved when LATF presented a proposal that supported the feasibility of a one-time seed grant to an ATF pilot project.

2. If AID did support the ATF pilot project, what would be the end-of-project status that we would want to see at the end of two years?

This issue revolved around whether AID would be giving funds to help establish the ATF as a self-supporting technical assistance program or whether we would be giving it to achieve specific improvements in the capacity of Asian universities to focus on the problems of the poor majority. Both sides of the issue saw the ATF as a vehicle for making an impact on Asian universities and the traditional AID approach to justifying technical assistance is that specific improvements or benefits be identified as accruing to a developing country. The main point, however, in giving the AID assistance is in giving ATF an opportunity to raise new resources to bear on Asian development problems which on an annual basis would nearly equal or exceed the AID "seed grant." Accordingly, the principal end-of-project status objective is a continuing ATF without the need for further AID support.

3. What is the connection between supporting ATF and our goal objective of increasing the capacity of Asian universities to focus on the poor majority?

This issue was based on the observations that most LATF fellows who accepted appointments are recent PhD graduates and lack experience. While this will probably be true of ATF as well, the main point to keep in mind is that the fellows will be going to universities that AID-supported scholars, for example, generally do not go to, yet the provincial universities are the class of universities which relative to their overall objectives are prepared to make the greatest commitment to development. Since the LATF did not focus on the

problems of the poor majority, the linkage between the services provided by ATF and the project goal will have to be verified and is listed as one of the outputs.

4. What does LATF experience tell us about the likelihood of ATF being able to "take off" by the third year without continued U.S. support?

AID made its initial grants to LATF in FY 1970 and FY 1971 to help offset deficits in the LATF administrative budget. That was expected to be the limit of AID budgetary support based on LATF's fund-raising contributions in FY 1974 - 1976 to help meet the administrative costs of supporting an additional 51 teaching fellows over that period. Finally, in its 10th year, the LATF program was recognized by Latin American governments as a major resource, and business reached self-sustaining level of operations.

The role of the private sector has been very important to LATF in providing internships. This is less likely to be the case in Asia, and one of the tests of the ATF pilot project is to see whether public sector internships will be able to carry a major share of the secondary employment needs.

The long gestation period of LATF certainly raises questions about how long it will take ATF to reach a self-sustaining level of operations. Against this, however, is the recent history of LATF success, which will give ATF certain momentum which LATF had to earn the hard way. At this point, there is no rigorous way to evaluate ATF's projections except to keep abreast of cash flow requirements and to be ready to take necessary precautions if the ATF performance lags too far behind its targets.

PART 2 - PROJECT BACKGROUND AND DETAILED DESCRIPTION

A. BACKGROUND

1. The Problem

The shift by developing countries to focus more of their development effort in meeting the needs of the poor majority has underscored the lack of depth of technical expertise to design and implement programs which must be tailored to the needs of individual communities. These programs are administratively more intense than the large infrastructure and commodity programs which were more prevalent during the 1960s. As part of their strategy to meet the manpower requirements in support of such programs, Asian governments have increasingly turned to their universities for assistance in designing and implementing local development programs and in training local students in the skills to continue the local development effort.

The class of universities which is likely to make the greatest commitment, relative to its overall objectives, to meeting the needs of the poor majority are the newer universities within the national capital and the regional universities in the provinces. The old-line universities in the national capital also make significant contributions to development, but have a long tradition of focusing on the educational needs of the upper classes for entering the high-paying professions.

The universities which are most willing to make a commitment to development for the poor majority are often the least equipped to carry out this objective. This is because university teaching in most Asian universities is a part-time profession with the ablest teachers looking for appointments in the national capital where the best primary employment opportunities are concentrated. In addition, when many of the university teachers cannot obtain an appointment at the prestigious universities, the teachers often leave the profession for other employment. Consequently, the less prestigious universities often have key positions on their staff and faculty which remain unfilled or filled by underqualified personnel. The technical assistance programs of donor countries, international organizations, and foundations rarely are able to help these universities to fill their vacancies or upgrade their staff except where the university itself is a development project or a key input to a development project supported by the external agencies.

Technical assistance funds have declined in overall value during the 1970s and are being concentrated increasingly on the least developed nation. AID assistance to universities is being curtailed to where it focusses mainly on assisting universities in carrying out programs in support of the poor majority. In view of the limitations of AID funds, such assistance generally will go to the major universities which have the greatest leverage on policies, introduction of new technology and research affecting the problems of the poor. However, AID is also interested in examining innovative approaches to assisting the class of universities which will be mainly involved in the future in carrying out the results of these technical assistance programs at the local level.

2. An Innovative Approach to Solving the Problem

In December 1975, the Latin American Teaching Fellowship Program (LATF) submitted a proposal which basically offered to place professors in Asian universities in fields directly related to AID's efforts to assist the poor majority at costs considerably lower than AID currently pays in its technical assistance programs. The estimated annual costs per man year was \$25,000 against \$50,000-\$70,000 that AID currently pays.

The experience of LATF during the years it received modest support from AID (\$285,000 over a 6-year period) was that LATF could raise about 75% of the funds needed to place professors overseas from resources available in the developing countries with the balance of costs being met from budgetary support from Ford Foundation and AID, gifts from private corporations, and a special contract with the Bureau of Cultural Affairs, Department of State. The key to LATF's appeal was that there were scholars of high caliber who were willing to accept 2-year appointments at local universities at a level of compensation that would provide a standard of living commensurate with their peers at the universities. In addition, if the salary and benefits offered by the university, together with any sabbatical pay, pension or research grant of the applicant, was inadequate to maintain such a standard of living, LATF arranged for secondary employment (called internships) in the public or private sector. Where such internships were not available, LATF topped off the university salary with cash.

The LATF fellowships tended to concentrate in fields where private corporations were willing to offer internships. In 1975, requests from the governments of Brazil, Mexico, and Venezuela more

than doubled the annual level of teaching fellows from about 50 to 125 and offered fairly competitive levels of compensation. LATF had in effect been recognized as an effective recruiting service.

Whereas the LATF program did not focus on providing teaching fellows in fields directly related to developed programs in support of the poor majority, the Asia Bureau expressed an interest in an Asian program if it could fit within the Congressional Mandate. The Asian program would not compete in providing the talent required by our bilateral projects but would try to meet the balance of the requirement for scholars, researchers, and technical advisors in support of development programs focussing on the poor majority which exceeds:

- availability of local talent;
- annual resources of externally supported programs of donor countries, international organizations, foundations, and universities.

For the Asian program to succeed it would have to become self-supporting after a short pilot period since there are no funds available to support it on an annual basis.

To test the feasibility of an Asian program, the Asian Bureau granted on February 10, 1976 LATF, through Tufts University \$10,000 to send a team to Asia to secure written requests for teaching fellows and pledges of financial support. The Bureau indicated that it would be interested in supporting an Asian pilot project if the team could meet the following conditions:

- a. Specific requests for 10 teaching fellows for 2-year appointments in fields which are related to AID programs in Indonesia, Philippines, Thailand and/or Pakistan, to be filled within 6 months of the beginning of the pilot project;
- b. Documentation showing that the institutions to which the fellows would be assigned have agreed to pay stipends in accordance with their normal hiring practice;
- c. USAID and host government acceptance of the program in countries where fellows would be assigned.

- d. Pledges of support which would enable the pilot project to operate for 24 months, covering minimum administrative costs, travel of fellows, and adequate compensation to permit fellows a standard of living commensurate with their Asian peers at local institutions. In calculating the pledges for the 24-month period, LATF may include the possibility of an AID grant of up to \$180,000 to help defray administrative costs and pay stipend supplements for the fellows for the 24-month period, with the understanding that travel costs of fellows would be ineligible for AID funding.

On April 5, 1976, the LATF reported on its trip and submitted a proposal for an Asian pilot project. The documentation contained requests for 91 teaching fellows from Philippines, Thailand, and Pakistan. The documentation also showed that the Philippines had provided pledges of assistance, which together with \$180,000 from AID, would assure the financial feasibility of a 24-month pilot study. On April 8, 1975, the Bureau accepted the documentation as having met the conditions cited in the travel grant. On April 12, 1976, the Bureau met with the LATF team to begin negotiating the design of the project.

B. DETAILED DESCRIPTION

1. General

This project constitutes "seed money" in the form of partial grant support to a proposal submitted by Tufts University to operate for 24 months on a pilot basis a program to fill requests from universities and public institutions in Asian developing countries for scholars, researchers, and consultants in fields related to AID development programs servicing the poor majority. The program will be called the Asian Teaching Fellowships (ATF) program and will be patterned after the Latin American Teaching Fellowships (LATF) program which Tufts University has been sponsoring for the last 10 years. The ATF, like the LATF, will have its base of operations at Tufts, will depend on Tufts for administrative support which will be reimbursed from revenues received for ATF. Tufts will accept full legal responsibility for the program and will be party with AID to the grant agreement providing AID support. The term "teaching fellowship" is used to mean any appointment under the program that involves teaching, research, consulting, or advisory services. The term "public institution" is used to mean any organization related to or part of the local government, excluding universities.

2. Logical Framework

(A-1) Program Goal

To increase the capacity of universities and public institutions in AID recipient countries in Asia to solve development problems.

(A-2) Measures of Goal Achievement

(1) Developing country universities are looked to by the public and private sectors for expertise in design, implementation, and evaluation of development programs.

(2) University training programs focus on skills in problem analysis and solutions for the poor majority in the country.

(3) Research efforts are aimed at development problems particularly those of the poor.

(A-3) Verification of Goal Achievement

(1) Host government ministries perception regarding capability of university indicates this capability.

(2) Results of LDC university consultations indicate this capability.

(A-4) Assumptions for Achieving Goal Targets

Asian governments and private sector look to universities for technical expertise.

(B-1) Project Purpose

To support, through a "seed grant" to a two-year pilot project, the expansion of the Latin American Teaching Fellows (LATF) program into Asia to facilitate the recruitment of overseas scholars, researchers, and consultants (called teaching fellows) to fill positions identified by Asian institutions in AID recipient countries as essential to their efforts to establish programs serving local and regional development needs. The pilot project would be called the Asian Teaching Fellows (ATF) program and would rely mainly on the resources provided by the Asian institutions to cover the costs of the teaching fellows who would accept (1) two year appointments or longer, (2) compensation according to local practice and (3) more than one source of employment if necessary to maintain a standard of living commensurate with that of their Asian peers, who also usually have more than one job.

(B-2) Conditions That Will Indicate Purpose Has Been Achieved: End of Project Status

(1) Institutions which are using ATF professors are more effectively carrying out development activities than before.

(2) At least two universities are using ATF personnel to establish or improve agricultural extension services.

(3) ATF professors have trained indigenous personnel at 6-10 Asian universities who are participating in local development projects and programs.

(B-3) Means of Verification

Project evaluation in January - February 1978.

(B-4) Assumptions

Reasonably high portion of personnel recruited by ATF will be placed in development as against primarily academic activities.

(C-1) Project Outputs (see "Grant Activity Data" sheet)

- (1) Additional resource available to provincial universities engaged in the development process.
- (2) At the end of the pilot project, ATF has a fund-raising program which can fill the gap between costs of the ATF and Asian resources provided for its services.

(C-2) Magnitude of Outputs

- (1) Ten fellows placed by December 1976 for 2-year tours or longer in fields supportive of AID sector goals in the countries in which they are placed.
- (2) An additional 25 fellows placed by June 1978 for 2-year tours or longer in fields supportive of AID sector goals in the countries in which they are placed.
- (3) 35 professors train over 1,000 students in 6-10 universities in skills essential to local development programs.
- (4) Local university staff upgraded so as not to need overseas replacements for the 35 professors when their appointments end.
- (5) An ability to raise by the end of the pilot period \$310,000 per year to cover administrative costs for continuing the program.

(C-3) Means of Verification

- (1) Quarterly reports from ATF on recruitment efforts and cash flow situation.
- (2) Annual evaluation of ATF teaching fellows by recipient institutions.
- (3) AID missions confirmation that the placements of teaching fellows are supportive of their sector goals.

(C-4) Assumptions for Achieving Outputs

- (1) Availability of candidates with the necessary skills and abilities to qualify for the positions and with the willingness to accept a standard of living commensurate with that of their Asian peers.
- (2) The concept and the experience of the Latin American Teaching Fellowship Program are applicable to the Asia Region.
- (3) The recipient institutions will employ the fellows to focus on problems affecting the poor majority.

(D-1) Project Inputs

- (1) \$180,000 AID contribution for budgetary support.
- (2) Requests for the placement of at least 35 individuals in fields related to AID sector goal programs in the countries in which they are placed.
- (3) \$417,000 from Asian universities which would be the principal employers of the individuals placed.

- (4) \$317,000 from other organizations which would be the secondary employers of the individuals placed, where the contributions provided by the principal employers are insufficient to recruit, place and maintain the individuals placed.
- (5) \$190,000 from private sector donations.
- (6) \$64,000 from other sources of income to cover ATF administrative costs.
- (7) Provision of credit by Tufts University on a contribution basis.
- (8) Provision of administrative support and office space by Tufts University on a reimbursable basis.
- (9) Provision of limited administrative support by the School of Business, University of Hawaii on a contribution basis.
- (10) Use of the Latin America Teaching Fellowship Program Organization as the basis for developing an Asian Teaching Fellowship Program.

(D-2) Implementation Targets

- (1) Assigned grant agreement by June 30, 1976 with Tufts University covering AID's support to the Asian Teaching Fellowship Program.
- (2) Firm requests by June 30, 1976 for 10 individuals in fields related to AID programs in the countries in which they are to be placed by December 1976, and firm pledges of support covering the 24 month costs of placing these individuals.
- (3) By August 1976 the establishment of the recruitment, selection, placement and funds-raising functions of the Asian Teaching Fellowship Program.

- (4) By October 1976, the submission of qualified candidates for the first 10 positions to be filled.

(D-3) Means of Verification

Reports from the Asian Teaching Fellowship Program and from the AID field missions.

(D-4) Assumptions for providing Inputs

- (1) Host Government approval of the local resources pledged in support of the Asian Teaching Fellowship Program.
- (2) The Congress approves the use of AID funds for this purpose.
- (3) Adequate demand from secondary employers for the services of the fellows so that fully-funded financial packages can be arranged to support fellows overseas where the compensation from primary employers must be supplemented by ATF.

3. Principal Operational Functions of ATF

As a recruiting service, the ATF consists of four basic functions:

- identify placement positions;
- recruit for positions;
- assure the financial viability of each placement;
- monitor and service the needs of teaching fellows for the duration of their appointments.

a. Identifying Placement Positions

The success of ATF placements depends on the accuracy of information obtained regarding each request for a teaching fellow and an internship. Each request will be documented to show:

- specific teaching, research, advisory or other responsibilities including estimated hours required per week;
- pledges in writing stating all resources that will be made available to support the teaching fellow;
- host government concurrence in the request and AID mission confirmation that the request supports one of its sector goals;
- understanding of the situation in which the fellow will be placed including availability of housing and educational facilities (in case there are school age children of fellow), general living conditions, status at university and any restrictions that must be accepted explicitly or implicitly along with the appointment.

b. Recruiting

In view of the difficulties in matching requests for fellows with qualified candidates and available resources, ATF

will try to submit at least three highly-qualified applications for each position. Recruitment efforts will be as open and competitive as practicable, including advertizing in academic and professional periodicals and consulting with deans, placement officers and other officials and staff of universities, foundations and other likely sources of candidates.

c. Financial Package

Arranging for more than one source of employment where necessary to assure the financial viability of individual placements makes ATF a unique operation in providing external professional talent to Asian countries. In many cases, firm offers for internships will not be made until the fellows are placed in their primary employment positions. Accordingly, ATF will have cash reserves or a source of credit which can cover this part of the costs of the fellows until the internships are secured.

d. Monitoring and Servicing Fellows

ATF fellows receive appointments by Tufts as teaching fellows and are carried on Tufts roles for the duration of their assignments. The fellows are also appointed by the recipient universities and public institutions to the position they fill. Consequently, Tufts and ATF have a built-in responsibility to monitor the fellows for the duration of their assignments and to provide personnel support services to the extent that these services are not covered within the terms and conditions of the appointments to the recipient institutions.

PART 3 - PROJECT ANALYSES

A. TECHNICAL ANALYSIS INCLUDING ENVIRONMENTAL IMPACT

The concept of the ATF pilot project is simple: it is initially a program that proposes to find about 56% of the funds needed in the start-up year of operation to fill requests for teaching fellows from resources within the countries where the fellows will be placed. The AID "seed grant" would provide 27% of the funds in the first year and private contributions and income from special projects would provide the balance of 17% principally during the second half of the first year. By the end of the 2-year pilot program, the ATF will carry on without the AID budgetary support, relying on Asian resources to cover 74% of total costs and on private contributions and special projects to cover the remaining 26%. These projections are discussed in detail in Section (B)--Financial Analysis and Plan.

The principal technical issue with the ATF concept is the linkage between the purpose of the project, i.e., establishing ATF as a self-supporting service program, and the overall goal for which AID would be providing its "seed grant," i.e., increasing the capacity of Asian universities and public institutions to focus on the problems of the poor majority. This pilot project will try to test the linkage. The two principal limiting factors are:

- the salary and benefit requirements of a professor to take an assignment in an Asian university;
- local language facility.

As a general rule, programs which expect foreign scholars to have an impact on developing countries require a doctorate and 5 years of teaching and research experience. The financial requirements of these individuals generally will exceed the ability of ATF to handle unless:

- the professor has another source of income such as a pension, sabbatical pay or a separate research grant which requires additional income to make it feasible;
- the professor is not a U.S. national and does not see his financial needs tied to the U.S. scale.

If the experience of LATF is applicable to ATF, most ATF teaching fellows will be recent Ph.D. graduates.

Recent Ph.D. graduates generally do not have the experience to make an impact on the programs of the major national universities, but they would have a higher probability of making an impact on the regional universities if there is no language barrier. In Latin America, Spanish is the common language to all countries except for Brazil. In Asia, English is common among many graduate schools but local language skills may be required for the less experienced fellows to make an impact at the regional universities except for the Philippines where English is common throughout the country.

Partially offsetting the lack of experience of most ATF fellows will be their 2-year assignments. Most local development programs and revisions in university curricula take several years to design. In this respect, ATF fellows may have at least as much an impact on local development efforts as the more experienced scholars provided by the majority of exchange programs. Most exchange program appointments are for one semester to a year. The scholars usually are fully employed with their teaching and personal research. They may try to initiate changes in university curricula or help design local development programs but they often leave the country before their initial efforts can make an impact.

A second major technical difficulty is arranging the individual financial packages for each fellow where more than one source of employment is required. Fellows will be recruited principally to fill university positions. Secondary employment or direct cash supplements from ATF must be guaranteed in advance before a fellow can accept the appointment to a university where the university income will be inadequate. There were no offers of secondary employment at the time the LATF study team received its requests from universities for teaching fellows.

Part of the AID grant may be used to pay cash supplements as necessary. For fellows in fields directly related to the bilateral AID programs, most of the secondary employment will have to come from the public sector. In Latin America, most internships were provided by the private sector which was not directly involved in projects benefitting the poor majority. The pilot project will test the feasibility of relying principally on public internships for supplement income in Asia.

Costs are discussed in detail in Section (B), Financial Analysis and Plan. The costs for a 10-fellow program are reasonably firm and are supported by documentation. The costs for a 35-fellow

program are less firm. The pilot project will test whether the program can raise the funds to operate a program of 35 fellows.

There are no physical environmental considerations of consequence except housing for the fellows and in some cases, education for their children. The housing and education situation will have to be examined by ATF for each fellow in advance of his appointment.

As a pilot project, the project is:

- technically sound;
- appropriate for the specific time and place; and
- reasonably priced and designed.

B. FINANCIAL ANALYSIS AND PLAN

1. LATF Situation

LATF approaches its expansion into Asia at the same time its 10-year operation will be able to operate solely on:

- Revenues generated in return for services.
- Donations raised from the private sector.

The annual LATF program in Latin America beginning in July 1976 will consist of:

- about 150 teaching fellows;
- 118 man months of LATF staff effort;
- several special projects requested by Latin American Governments, Latin American institutions, or the U.S. Government such as conferences and the placing of Latin American professionals for special study in the U.S. and in Latin America.
- an annual cash flow of about \$2.5 million of which about \$250,000 will be raised in the form of contributions from the private sector, namely business and foundations.

The major sources of revenue for services provided by the Latin American program will be:

- The Governments of Brazil, Mexico, and Venezuela using LATF as a recruiting service to fill university positions whose salaries are becoming increasingly competitive in the international market as a result of the countries' increased export revenues, and as an evaluative and advisory mechanism for existing or planned educational programs.
- The Bureau for Cultural Affairs, Department of State, which has been providing about \$300,000 a year to top off the salaries of professors to fill positions requested by Embassy cultural exchange programs, and to provide training for Latin America professionals.

- Universities in other Latin American countries which have funds to hire professors at the local scale.
- Public and private internships which will serve as secondary sources of employment to meet the income requirements of professors whose university and any other income are inadequate to maintain a standard of living commensurate with their Latin American peers.

2. ATF Situation

The ATF pilot program will begin with only two sources of revenue that can be counted on at this time:

- \$180,000 grant from AID for the period June 1976 through June 1978; these funds can be applied to all legitimate ATF costs except the international travel of the teaching fellows.
- Twenty-one positions that Department of Education and Culture, Ministry of Education, Government of the Philippines, has asked ATF to fill. Levels of compensation would be:
 - \$1,000 - \$1,500/mo
 - international travel
 - \$500 excess baggage
 - 20% fee from program administration based on teaching fellows salary.

These sources of revenue can support a 2-year pilot program of 10 teaching fellows in fields related to the AID Philippine program and thus satisfy the Asia Bureau's test of feasibility for a pilot program if ATF can fill the positions. All of the initial 10 teaching fellows will be appointed to full-time positions and will not require supplemental income from internships.

The objective of the AID "seed grant," however, is to help launch a self-supporting technical assistance program, not to subsidize another form of technical assistance to developing countries in Asia. To accomplish this objective in 2 years, i.e., to eliminate the need for further AID budgetary support, requires concentrated effort on the part of ATF to develop:

- demand for their services
- full range of services offered in Latin America, including private and public internships and special projects
- significant contributions from the private sector

- larger percentage of teaching fellows with supplementary sources of income, such as retirement income, research grants or sabbatical pay, or from non-Americans with lower pay expectations than has been the case in Latin America.

The major financial obstacles to ATF eliminating the need for further budgetary support with be:

- insufficient time to develop a high enough caseload so that placement fees could meet at least half of the administrative costs.
- travel costs which will average 2-3 times higher in Asia than in Latin America.
- countries generally with lower per capita income and foreign exchange controls.
- few countries with a private sector which could support the private internships.
- lower levels of U.S. investment in Asia countries than in Latin America.
- no plans by State CU to use ATF in support of its bilateral cultural exchange programs in Asia.

The ATF proposes a pilot program which would be handling about 40 teaching fellows a year by its third year of operation. Since the fellows would be appointed for 2-year assignments at the minimum, this would mean a program of about 20 new fellows per year which is comparable to the LATF rate during its initial 7 years. That rate was insufficient to generate enough placement fees to meet administrative costs. There was about an annual \$75,000 funding requirement met by AID and the Ford Foundation without which there would have been a shortfall in meeting administrative costs during the period 1970-1975. That shortfall required the fees for at least an additional 50-75 fellows to make up. In late 1975, the LATF program expanded from about 40 to 125 fellows per year, received a series of special projects, and became solvent with funds available to initiate the ATF. The ATF hopes to achieve its breakthrough in doubling its annual placements within 5 years compared with LATF's 10 years. On the other hand, ATF expects that it will begin to receive significant income for special projects during its initial 2-year pilot period based on the fact that its staff is already competent to carryout such projects through its LATF experience.

The LATF has an impressive history of being able to meet its funding goals. Accordingly, the Asia Bureau assigns a 50-50 possibility that the pilot program proposed by ATF will lead to a self-supporting multi-purpose, technical assistance service during its third year of operations. If all operations were restricted to the Philippines,

this action would reduce administrative costs and hence raise the probability of success of a Philippine ATF program. On the other hand, the annual demand from the Philippines might be inadequate during the third or fourth year to maintain the program.

3. ATF Financial Plan

The basic way to view ATF's costs is to aggregate them into two categories:

- the cost of the ATF services;
- the value of the placed scholars.

Tables 1A, 1B, and 1C show the estimated costs for the 2-year pilot project and the projected costs for the third year of operations in terms of dollars and percentages. In the first year of operations, the costs of ATF services represent 54% of the total budget; in the second year, 40%; and in the third, 38%. The comparable figure for LATF this year is 23%. During the initial 3-year period, the annual ATF budget will increase by 191% over the first year.

Tables 2A and 2B show the estimated revenue for the first 3 years of operation. AID's grant accounts for 27% of revenues in the first year, 8% in the second, and 0% in the third. The funds provided by Asian universities and public and private internships range from 55% of total ATF costs in the first year to 74% of total costs in the third year. Private contributions consisting of private sector donations and foundation grants increase from 12% in the first year to 19% in the third year. The contributions of special projects increase from 5% in the first year to 7% in the third year. By the third year of operation, non-Asian resources for teaching fellows account for 25% of the ATF budget. The comparable figure for LATF this year is 15%.

Two approaches are used to examine the financial soundness of the ATF project. The first approach involves testing whether total expected revenues from service fees, together with the AID grant and contributions from the private sector, will meet the total estimated administrative costs of ATF over a 3-year period. The second approach involves a 2-year cash flow analysis on an estimated quarterly basis. Both tests show the internal consistency of the cost projections,

TABLE 1
Summary Budget of ATF

	<u>1st Year</u>	<u>2nd Year</u> (000's)	<u>3rd Year</u>
A. Cost of ATF Services			
Salaries and Benefits (1)	90	101	116
Tufts Overhead @ 67.4%	53	59	67
Consultants (2)	12	25	25
Training/Orientation for Fellows	15	20	25
Other Administrative Costs	72	86	92
Sub Total	242	291	325
Value of Placed Scholars			
Stipends (3)	141	342	450
International Travel (4)	63	90	75
Sub Total	204	432	525
TOTAL	446	723	850
B.			
Cost of ATF Services	54%	40%	38%
Value of Placed Scholars	46%	60%	62%
	100%	100%	100%
C.			
% Change in Budget Over 1st Year	--	162%	191%

- (1) ATF staff:
 Senior Executives (half time)
 Director Program Operations (full time)
 Administrative Assistant (full time)
 Secretary (full time)
- (2) Term used to cover part time employees for evaluation, special recruitment, etc.; 10 man months per year.
- (3) Stipends calculated for first two years:
 \$1,500/mo. for 10 fellows
 \$1,000/mo. for 15 fellows
 \$ 800/mo. for 10 fellows
- (4) International travel represents the premium that Asian institutions will have to pay for a fellow from outside the country. Average cost is \$4,500/fellow for two round trips (including dependents) and \$500 for excess baggage.

TABLE 2
Estimated ATF Revenues
(\$000's)

	<u>1st Year</u>	<u>2nd Year</u>	<u>3rd Year</u>
A.			
AID Grant	120	60	--
Asian Universities	172	245	280
Public Sector Internships	45	162	230
Private Sector Internships	30	81	120
Private Sector Donations	20	70	85
Foundation Grants	35	65	75
Special Projects	<u>24</u>	<u>40</u>	<u>60</u>
TOTAL	446	723	850
B.			
AID Grant	120	60	--
Asian Resources	247	488	630
Private Contributions	55	135	160
Special Projects	<u>24</u>	<u>40</u>	<u>60</u>
TOTAL	446	723	850
C.			
AID Grant	27%	8%	--
Asian Resources	56%	67%	74%
Private Contributions	12%	19%	19%
Special Projects	<u>5%</u>	<u>6%</u>	<u>7%</u>
TOTAL	100%	100%	100%

given the ATF's assumption based on LATF experience, that revenue will become available to meet ATF's costs as ATF shows it can perform its service function satisfactorily.

a. Revenue Test

Table 3A shows that revenues offsetting administrative costs appear to be nearly equal. While the first year shows a deficit of \$15,000, the second shows a surplus of \$12,000 so that there is only a \$3,000 deficit during the pilot project. The third year shows a deficit of \$15,000. Except for the AID grant, each of the other figures is a projection that has to be proven. The small amounts of these deficits is not significant. What is significant is the dependency of ATF on private contributions and special projects. As shown in Table 3B, placement fees range from 12% in the first year to only 29% in the third year of revenue available to offset administrative costs. Therefore, revenue from private contributions and special projects must increase from 35% in the first year to 71% in the third year to maintain the program. The comparable figure for LATF this year is 50%.

Another way to view the private contributions is to note that while they contribute only 19% of estimated revenue in the third year, they will cover 52% of the ATF administrative costs. The leverage of the private contribution in enabling LATF to continue became a highly effective selling point. ATF expects that this same kind of leverage for ATF justifies the projection for significant private sector interest.

The 19% of the ATF administrative budget that would be met by income from special in projects basically indicates that the staff that is required to run a teaching fellowship program can also allocate nearly one-fifth of its time to run special projects. These special projects represent ad hoc technical assistance requests that ATF will receive because ATF will have the administrative capacity and the extensive range of contacts in Asia and in the U.S. necessary to handle these requests. It is this potential, as already demonstrated by LATF, that will expand the ATF from essentially a recruiting service during the pilot project period to a multi-functional technical assistance program by the third year.

b. Cash Flow Test

Table 4 shows the cash flow requirements of the pilot project on a quarterly basis. The role of the AID "seed grant" is clear. AID

TABLE 3
Revenue Test for Administrative Costs
(\$000's)

	<u>1st Year</u>	<u>2nd Year</u>	<u>3rd Year</u>
A.			
Revenue for Admin. Costs			
AID Grant	120	60	--
Placement Fees (1)	28	68	90
Private Contributions (2)	55	135	160
Special Projects (3)	24	40	60
Sub Total	<u>227</u>	<u>303</u>	<u>310</u>
Cost of ATF Services	242	291	325
Difference	-15	+12	-15
B.			
Revenue for Admin. Costs			
AID Grant	53%	20%	--
Placement Fees	12%	22%	29%
Private Contributions	24%	45%	52%
Special Projects	<u>11%</u>	<u>13%</u>	<u>19%</u>
Total	100%	100%	100%

(1) Estimated at 20% on the average of value of stipends. Range is 0 - 35% depending on ability.

(2) Private business and foundations.

(3) International agencies, U.S. Government, local governments, and other U.S. institutions. This income offsets ATF administrative costs which are not required continuously for placing teaching fellows.

TABLE 4
Cash Flow -- Needs Vs. Pledges

	<u>1st Qtr.</u>	<u>2nd Qtr.</u>	<u>3rd Qtr.</u>	<u>4th Qtr.</u>	<u>1st Year</u>	<u>5th Qtr.</u>	<u>6th Qtr.</u>	<u>7th Qtr.</u>	<u>8th Qtr.</u>	<u>2nd Year</u>	<u>3rd Year</u>
A. Revenue											
AID Grant	70,000	40,000	10,000	--	120,000	20,000	20,000	20,000	--	60,000	--
Asian Universities	19,000	24,000	41,000	87,500	171,500	55,000	60,000	60,000	70,000	245,000	280,100
Public Sector Internships	--	5,000	20,000	20,000	45,000	25,000	35,000	45,000	56,503	161,503	230,000
Private Sector Internship	--	--	15,000	15,000	30,000	15,000	15,000	20,000	31,000	81,000	120,000
Private Sector Donations	--	--	10,000	10,000	20,000	5,000	5,000	5,000	40,000	70,000	85,000
Private Foundation Grants	5,000	10,000	10,000	10,000	35,000	10,000	10,000	20,000	25,000	65,000	75,000
Special Projects	--	--	10,000	14,016	24,016	15,000	5,000	5,000	15,297	40,297	60,000
TOTAL	94,000	79,000	116,000	156,516	445,516	145,000	150,000	190,000	237,800	722,800	850,100
B. Cost Items											
Executive salaries	13,500	13,500	13,500	13,500	54,000	14,750	14,750	14,750	14,750	59,000	65,000
Administrative and Secretarial salaries	6,000	6,000	6,000	6,000	24,000	7,000	7,000	7,000	7,000	28,000	35,000
Benefits @ 14.9% of salaries	3,061	3,061	3,061	3,061	12,244	3,415	3,415	3,415	3,415	13,660	15,700
Tufts OH @ 67.4%	13,143	13,143	13,143	13,143	52,572	14,660	14,660	14,660	14,660	58,640	67,400
Consultants	6,000	3,000	1,000	2,500	12,500	8,000	6,000	5,000	6,000	25,000	25,000
Training and orientation	5,000	5,000	3,000	2,000	15,000	10,000	5,000	3,000	2,000	20,000	25,000
Travel costs of staff	15,000	5,000	8,000	8,500	36,500	10,000	12,500	12,500	12,500	47,500	52,000
Supplies and materials	5,000	1,000	1,000	500	7,500	2,500	2,500	2,500	2,500	10,000	10,000
Office rental and costs	3,750	3,750	3,750	3,750	15,000	3,750	3,750	3,750	3,750	15,000	15,000
Telephone and communications	6,000	3,000	2,000	1,500	12,500	3,500	3,500	3,500	3,500	14,000	15,000
Fellows' stipends	9,000	22,500	52,200	57,000	140,700	63,000	81,000	93,000	105,000	342,000	450,000
International travel of teaching fellows and dependents	9,000	13,500	31,500	9,000	63,000	18,000	18,000	36,000	18,000	90,000	75,000
TOTAL	94,454	92,454	138,154	120,454	445,516	158,575	172,075	199,075	193,075	722,800	850,100
A - B	(454)	(13,454)	(22,154)	36,062	--	(13,575)	(22,075)	(9,075)	44,725	--	--

funds account for 75% of cash requirements in the first quarter, 50% in the second quarter, 9% in the third quarter and nothing in the fourth quarter.

Sixty percent of the total AID grant is expended in the first 6 months. Thereafter, the AID funds serve mainly to offset the estimated gap between costs and revenue.

Table 4 also shows the role of Tufts as a source of credit. There is a funding deficit in each of the first three quarters of both years. These deficits are projected on the basis of the LATF's experience and result from:

- start-up costs for a new group of teaching fellows;
- delays in recipient institutions in sending in their payments.

AID funds will not be available to cover these deficits since the payment schedule for the AID grant will coincide with the quarterly requirements as shown in Table 4.

The cash flow table represents all the funds that will go through Tufts' accounts for ATF. All the resources provided by Asian institutions in support of the teaching fellows will be in local currency and will be deposited with Tufts. Tufts, in turn, will pay their stipends and travel costs in local currency. Tickets for international travel of fellows will be purchased in the recipient country to the extent regulations permit. Any independent income that the fellows may receive, such as sabbatical pay, pension, or a separate research grant, is not included in the ATF accounts. In addition, none of the "pay load" costs of the special projects is included in the ATF accounts. Rather, the ATF accounts reflect only the "reimbursement" of ATF administrative costs by the special projects.

The cash flow table also shows there is no surplus cash to "top off" the stipends of teaching fellows during the pilot period. ATF estimates that there will be three levels of stipends paid and allocated among the 35 fellows as follows:

- \$1,500 per month for 10 fellows
- \$1,000 per month for 15 fellows
- \$ 800 per month for 10 fellows

These stipend levels reflect university and any internship employment but do not show any independent income that may be available.

In the third year of operation, there is projected a decrease in the estimated international travel costs of the fellows. This decrease reflects the experience of LATF that a significant number of fellows elect to extend, at the request of the recipient institutions, for another year. In addition, one of the initial 10 fellows to be placed in the first 6 months will be appointed for a 4-year assignment. This will be at Central Luzon State University in the field of Agriculture Education.

C. SOCIAL SOUNDNESS

The success of the pilot project will depend on satisfactorily settling the following six issues:

1. Expectations of Teaching Fellows

The experience of LATF shows that the best of intentions in making arrangements for teaching fellows can be frustrated by factors beyond LATF's control even after the teaching fellow has departed for his assignment. It is essential that the teaching fellow have in writing:

- a. what his teaching requirements will entail;
- b. the opportunity to carry out research;
- c. the requirements for secondary employment if necessary;
- d. how he is to be compensated and how much he will have to live on after any deductions;
- e. travel and housing arrangements;
- f. education arrangements for children if necessary;
- g. procedures for resolving disputes related to unsatisfactory performance on the part of ATF or on the part of the teaching fellow;
- h. termination procedures for convenience of the government or for unsatisfactory performance.

2. Standard of Living Commensurate with Asian Peers of Teaching Fellows

The experience of LATF has shown that the standard of living varies from university to university and from area to area within a country. It is imperative that the local university give ATF a realistic appraisal of the total resources which would be required to maintain the fellows at the appropriate standard of living.

3. Potential Displacement of Local Scholars

There is considerable underemployment of able scholars within the countries in which ATF proposes to operate. The provision of local government, university, or private sector funds to foreign scholars will be resented if the teaching fellows are not clearly meeting a need that has gone unmet. To offset the "prestige" factor of the less prestigious universities appointing foreign experts to their faculty, ATF should advertise their recruitment efforts within the local university association.

4. Spread Effect

Future demand for teaching fellows will be influenced directly by the performance of the initial scholars. A number of able scholars will be attracted to ATF as their only means of obtaining funds to conduct research overseas but they will lack a personal commitment to participate in the development process of the country. Others may be committed to the development process but have an unrealistic appraisal of the hardships they might have to endure. Such scholars would probably have a negative impact during the 2-year tour as a result of being perceived as having a "colonialist" attitude. ATF will screen its applicants to make sure of their commitment to assisting the development process as well as their willingness to endure unexpected hardships.

5. Local Cultural and Political Restrictions

It is necessary that local universities give ATF a realistic appraisal of what kind of restrictions a teaching fellow may have to accept to perform satisfactorily in a 2-year appointment at the university. ATF will thoroughly brief the teaching fellow applicants on these restrictions so that the fellows understand that there may be different values of academic freedom that they will have to accept along with the appointments.

6. Status of Teaching Fellow at the University

If a teaching fellow is going to make a personal commitment to all the conditions of his appointment, he will need the status of being an official member, with all the rights and privileges, of the university faculty. In many cases, local laws may prevent this, but

D. ECONOMIC ANALYSIS

The basic ATF proposition is:

- Asian developing countries have underutilized resources to finance about 75% of the costs of providing a larger flow of technical expertise to their universities to work on the problems of the poor majority.
- talent is available in the United States which is willing to work for the wages offered by Asian institutions and which is capable of making the contributions expected by these institutions.
- where university stipends are insufficient to maintain a standard of living commensurate with Asian peers, part time public or private jobs (called internships) can be arranged to provide supplementary income if the fellows have no independent income such as sabbatical pay, pension, or separate research grants.
- private sector donors are available who are willing to contribute to the costs of a program which would match the jobs supported by the Asian funds with the talent that would like to fill the jobs.
- ATF has the capability to put such a program together in Asia, including the raising of private sector funds.

If the ATF proposition is valid, then an AID "seed grant" of \$180,000 will marshal a total of \$1,168,316 over a two-year pilot period, or \$5.48 for every \$1.00 contributed by AID. If the projected third year program of \$850,000 is included, then \$1.00 of AID funds will raise \$10.21 of other resources. In other words, a self-supporting ATF which focuses its resources effectively on the problems of the poor majority is an attractive proposition.

A more modest view of the ATF operation is to view the AID "seed grant" as bringing new resources to bear on Asian developing problems. In this respect, \$180,000 raises \$190,000 in private contributions in the first two years, and at least \$160,000 per year thereafter. This leverage is more effective than that demonstrated in AID Operational Program Grants to private and voluntary organizations.

Realistically, based on the experience of LATF, all future ATF fellows will not focus on the problems of the poor majority, since the demand for ATF services will inevitably include technical specialists focusing on other priority areas for human resource development as defined by the host governments and recipient institutions. Many offers

of private sector internships will most likely focus on areas removed from AID's sector goals. Moreover, several non-AID recipient countries are likely to seek the services of ATF. Nevertheless, during the pilot period, the initial 10 placements will be supportive of AID sector goals, and every effort will be made to see that the remaining 25 are also supportive of AID sector goals. The success of these efforts will be a test of the concept of the ATF to promote technical resources in support of the poor majority.

An examination of the Philippine requests submitted by the Educational Development Projects Implementing Task Force, Department of Education and Culture, indicates that the fellows would be both teaching classes and working on specific development projects. Twelve of these offers clearly are supportive of AID sector goals in the Philippines. In addition, the source of Philippine funds for these positions is a World Bank loan (Credit Agreement 349-PH) for technical assistance that has been underused for nearly 1½ years due to the slowness of the Philippine Government in recruiting the talent for the jobs for which it intended to use the loan proceeds. ATF, if successful, would be putting to use this resource.

In summary, if the assumptions of the pilot project, based on 10 years' experience for a similar program in Latin America, prove valid for Asia, the ATF is an economically sound investment for AID Education and Human Resource Development funds.

PART 4 - IMPLEMENTATION PLANNING

A. ADMINISTRATIVE ARRANGEMENTS

1. Tufts University

The ATF represents an expansion of the LATF organization, which has been operating in association with the Fletcher School of Law and Diplomacy, Tufts University, since 1965. Tufts assumes the legal responsibility for all obligations incurred under LATF. Tufts will be a party to the grant agreement with AID for ATF. Tufts also provides financial credit to LATF so that cash flow requirements are not interrupted by delays in the receipt of revenues due LATF. The provision of credit represents a contribution in kind from Tufts. Tufts also handles, on a reimbursable basis, office space, utilities, communication, vouchering, payroll, and other administrative services. The provisional overhead rate for Tufts is 67.4% as audited by the HEW Regional Audit Division.

2. University of Hawaii

In addition to Tufts, the School of Business, University of Hawaii, has indicated an interest in participating in ATF and will provide office space and other limited administrative support on a contribution basis. The University of Hawaii would like the services of ATF to place some of its graduates in the developing countries.

3. ATF Administration

The ATF operation will require about 104 man months of staff effort during the pilot period to recruit, place, and service 40 man years of teaching fellows. During the same period, the LATF will require about 236 man months of effort to recruit, place, and service about 300 man years of fellows. Some of the ATF staff will be common to both programs. The higher ATF staff effort per teaching fellows reflects the costs of initiating a new program.

The ATF headquarters staff will consist of:

- Senior Executive (half time)
- Director of Program Operations (full time)
- Administrative Assistant (full time)
- Secretary (full time)

In addition, there will be 10 man months per year of "Consultants," which is the term used to cover part time staff to undertake tasks such as recruiting and evaluation which are required during only part of the year.

Field supervision during the first year of the pilot period will be

carried out by ATF headquarters staff. Headquarters staff will have to make about nine trips to Asia in the first year as part of the entrepreneurial effort to obtain additional requests for teaching fellows and to establish:

- Basic operating procedures;
- Lines of communication among all interested parties;
- Financial arrangements among universities, public institutions, local banks and ATF.

During the second year of operations, ATF will establish a field office in the Philippines which will be the principal participatory country during the pilot period. The costs of the office are already included in the budget.

The guidelines for establishing field offices, in accordance with LATF's experience, are:

- Full time representative for country programs with 20 or more fellows;
- Part time representative for a country program with 10 - 20 fellows;
- Headquarters supervision for country programs with less than 10 fellows.

In October, 1974, the AID Audit Staff completed an audit of LATF operations in response to a complaint from a teaching fellow. The audit concluded that some administrative matters needed to be improved (which has been done) but that the operations were basically sound and represented effective leverage in the use of public funds.

2. AID

The basic arrangement between AID and ATF will be a general support grant. AID will not be a party to any of the subagreements made by ATF with teaching fellows, local universities, local governments and private sector organizations in carrying out the program. AID's main concern with the program will be:

- that 10 fellows are placed by December 31, 1976 in fields directly related to the bilateral AID sector goals in countries where the fellows will be placed.
- that the fellows have a clear understanding of their responsibilities, financial arrangements, and proposed allocation of their time among their various responsibilities.
- that an appropriate host government agency concurs in each proposed placement of a teaching fellow.

- that ATF is proceeding within the limits of its cash flow projections.
- that in the event the basic AID conditions appear they will not be met by December 31, 1976, ATF will take the appropriate measures to reduce the balance of AID funds not required to carry out already existing obligations related to fellows on board.

For AID to be informed adequately on the above concerns, ATF will submit quarterly reports to AID/W showing:

- positions available for placement, status of recruiting efforts, and bio data of any placements during reporting period.
- cash flow availabilities against requirements.

In addition, each AID mission in countries where fellows are placed will have a liaison officer with ATF. Visits by ATF staff to AID countries should be coordinated in advance with the liaison officer. Each fellow placed in an AID country should meet with the liaison officer between 30 and 90 days of arrival in country.

B. IMPLEMENTATION PLAN

1. June 10, 1976 -- Approval of Project Paper.
2. June 11, 1976 -- AID forwards congressional notification to Congress under Section 113 procedures.
3. June 30, 1976 -- Grant agreement signed.
-- Initial AID payment of \$70,000.
4. September 15, 1976 -- \$40,000 AID payment due for 2nd quarter.
5. October 1, 1976 -- ATF has submitted applications for initial 10 teaching fellows.
6. December 15, 1976 -- \$10,000 AID payment due for 3rd quarter.
7. December 31, 1976 -- Initial 10 teaching fellows are on board in country.
-- ATF has raised \$5,000 in foundation grant in 2nd quarter.
-- Conditions have been met to continue AID participation in pilot project.
8. April 1, 1977 -- Applications to fill Philippine positions during the second year have been submitted to the Philippines in order to bring personnel on board by June 15, the start of the Philippine academic year.
-- ATF has raised \$30,000 from the private sector and from special projects during 3rd quarter.
9. June 15, 1977 -- \$20,000 AID payment due for 5th quarter.
10. July 1, 1977 -- ATF has raised \$34,014 from private sector and special projects during 4th quarter.
11. September 15, 1977 -- \$20,000 AID payment due for 6th quarter.
12. October 1, 1977 -- ATF has raised \$30,000 from private sector and special projects during 5th quarter.

13. December 15, 1977 -- \$20,000 AID payment (final) due for 7th quarter.
14. January 1, 1978 -- ATF has raised \$20,000 from private sector and special projects during 6th quarter.
- ATF and AID start to develop joint evaluation plan.
15. February 15, 1978 -- Joint evaluation report submitted, including ATF plan for operating in third year without continued AID budgetary support.
16. April 1, 1978 -- ATF has raised \$45,000 from private sector and special projects during 7th quarter.
- ATF submitted applications for Philippine positions to be filled during third year.
17. June 30, 1978 -- 35 fellows have been placed.
- ATF raised 70,297 from private sector and special projects during 8th quarter.
- Termination of pilot project.

C. EVALUATION PLAN

There are two major evaluation efforts:

- By December 31, 1976, AID will evaluate the cash flow situation and the placement of teaching fellows to date to determine if progress to date merits continued participation in the pilot project.
- Between January 1 and February 15, 1978, AID and ATF will undertake a joint evaluation whose principal objective will be to measure the impact of the ATF fellows on the capacity of Asian institutions to focus on the problems of the poor majority. The evaluation will also measure the success of the ATF against the accomplishments proposed in this project paper.

D. CONDITIONS

1. The operation of ATF and the pledging of any local resources will be approved by the host government so that ATF has official sanction before it tries to fill a specific position.
2. In-country operations of ATF will be co-ordinated with the local AID mission during the pilot project period.
3. AID funds will be deposited in a separate identifiable account and may be used for all ATF costs that are consistent with U.S. Government procurement regulations with the exception of the international travel costs of the teaching fellows and any dependents.
4. AID grant regulations.

February 3, 1976

**ACTION MEMORANDUM TO THE ASSISTANT ADMINISTRATOR,
BUREAU FOR ASIA**

THRU: ASIA/DP, William Lefes

FROM: ASIA/RD, Leonard M. Durso *lund*

Problem: To approve \$10,000 for a grant to the Latin American Teaching Fellows Program/Tufts University (LATF) to determine the feasibility of initiating an Asian Teaching Fellows Program on a pilot basis.

Background: Subsequent to the meeting of LATF representatives with you and the Administrator on January 6, the LATF representatives met with Mike Adler and Bob Meehan on January 14 to negotiate the basis on which the Asia Bureau would consider partial support to their proposal. Mike made the following points at the meeting:

- reiterated your interest in the idea of an Asian Teaching Fellows program that could provide inexpensive talent in support of our A.I.D. programs;
- stated that the resources we might be able to provide for their pilot project are no where near the \$1.5 million requested;
- stated that LATF proposal contained inadequate data for A.I.D. to give serious consideration to supporting a pilot project;
- suggested LATF make a trip to Asia to develop information which would support the feasibility of launching a modest pilot project;
- offered to provide a small grant from the Program Support Project to defray part of the costs of the trip;
- noted that A.I.D. will make a final decision on whether to support a pilot project based on the revised proposal submitted after the trip.

1. 6. 1. 2.

Discussion: On January 29, William Cloherly of LATF hand carried the attached proposal to Bob Meehan requesting \$16,249.00 for the Program Development and Support grant. Bob met with Cloherly on both January 29 and on January 30 and negotiated the following agreement with Mike's concurrence:

- Asia Bureau would provide up to \$10,000 to assist LATF to develop a revised proposal for the pilot project;
- Asia Bureau will consider LATF to have shown the feasibility of a pilot project if it can provide data supporting the following:
 1. Specific requests for 10 teaching fellows for two-year appointments in fields which are related to A.I.D. programs in Indonesia, Philippines, Thailand and/or Pakistan, to be filled within six months of the beginning of the pilot project;
 2. Documentation showing that the institutions to which the fellows would be assigned have agreed to pay stipends in accordance with their normal hiring practice;
 3. USAID and host government acceptance of the program in countries where fellows would be assigned.
 4. Pledges of support which would enable the pilot project to operate for 24 months, covering minimum administrative costs, travel of fellows, and adequate compensation to permit fellows a standard of living commensurate with their Asian peers at the local institutions. In calculating the pledges for the 24 month period, LATF may include the possibility of an A.I.D. grant of up to \$180,000 to help defray administrative costs and pay stipend supplements for the fellows for the 24 month period, with the understanding that travel costs of fellows would be ineligible for A.I.D. funding.

Under the \$10,000 grant, LATF would send a team to spend a week each in Indonesia, Philippines, Thailand, and Pakistan. As soon as we get flight information, we would cable the missions of the team's arrival and explain the purpose of the team.

Funds are available under the Education and Human Resources Development Account of the Project Development project 298-11-995-035 for this grant.

Recommendation: That you approve \$10,000 under Project Development Support project 298-11-995-035 for a grant to LATF/Tufts University for the purposes described above.

Approve *Arthur J. ...*

Disapprove _____

Date 2/3/76

Attachment: January 29 letter from William Cloherty to Robert Meehan, enclosing proposal for travel grant.

Clearance:
DAA/ASIA, Mr. Michael H. B. Adler

[Handwritten signature]

ASIA/RD:RSMeehan: *[Handwritten mark]* sb:2/3/76

April 8, 1976

**ACTION MEMORANDUM FOR THE DEPUTY ASSISTANT ADMINISTRATOR,
BUREAU FOR ASIA**

FROM : ASIA/RD, Robert S. Meehan

Problem: To secure your approval to proceed to develop a project paper for an Asian Teaching Fellowship Program

Discussion: This past Monday night Bill Cloherty of LATF submitted a revised proposal for initiating a two-year Asian Teaching Fellowship Program on a pilot basis (Tab A). We had advised LATF that we would consider its proposal feasible and that we would be willing to participate in the pilot project, subject to the availability of funds, if LATF could provide documentation supporting the following:

- (a) Specific requests for 10 teaching fellows for two-year appointments in fields which are related to A.I.D. programs in Indonesia, Philippines, Thailand and/or Pakistan, to be filled within six months of the beginning of the pilot project;
- (b) Documentation showing institutions to which the fellows would be assigned have agreed to pay stipends in accordance with their normal hiring practice;
- (c) USAID and Host Government acceptance of program in countries where fellows would be assigned;
- (d) Pledges of support which would enable the pilot project to operate for 24 months, covering minimum administrative costs, travel of fellows, and adequate compensation to permit fellows standard of living commensurate with their Asian peers at local institutions. In calculating pledges for the 24 month period, LATF may include the possibility of an A.I.D. grant of up to \$180,000 to help defray administrative costs and to pay stipend supplements for fellows for the 24 month period, with the understanding that travel costs of fellows would be ineligible for A.I.D. funding.

The revised pilot program calls for the placement of 35 fellows in all four countries during the first two years of operation. The total cost of the program would be \$1,450,000 with \$260,000 of this amount for administrative expenses and the remaining \$1,190,000 for the costs of the fellows. Fellowship costs are averaged at \$15,000

per man-year and \$2,000 for international travel. The proposal states that the value of funds generated for stipends and travel equal the \$1,190,000 fellowship costs. However, outside of the specific pledges for fellowship positions, we have not yet received documentation showing pledges covering the total pilot program costs. The estimated costs of the 10 fellowship program that we are willing to consider as indicating the feasibility of a pilot project are between \$550,000-580,000, which include all the estimated administrative costs for two years. These costs are covered by the documentation.

The documentation submitted so far indicates that LATF could meet all four requirements of the feasibility test if it can successfully service fellowship requests received in the Philippines. The core of the Philippine program would be a list of 21 positions submitted by the Educational Development Projects Implementing Task Force in the Department of Education and Culture. The Task Force is willing to pay fellows at a rate up to \$18,000 per year and to provide international travel, excess baggage and a 20% fee to LATF based on the salaries paid to the fellows. On the other hand, the Task Force insists on three candidates for each position with the right to cancel a contract for a specific fellow 60 days after having given written notice. It will not be easy to meet the Task Force expectations. A table of all the specific requests received to date is attached at Tab D.

My impression at this point is that LATF has accomplished an entrepreneurial tour de force during its field trip in securing Asian pledges for its pilot project. Any number of factors could cause the initial accomplishment to fall apart within the next three to four months, but this kind of risk is inherent in launching a new program. I think we are now at the stage where we can inform LATF that it has met the feasibility test for a two-year pilot program and that we are prepared to sit down with LATF to develop a project paper as the next step in the process of securing Agency support for this activity.

I will be meeting with LATF representatives this coming Monday. I would like to tell them that they have satisfied the feasibility test contained in their travel grant and that we are ready to work on developing a project paper. Toward this end, I would like to open the meeting to representatives from ASIA/DP, ASIA/TD and the Philippine Desk and draft a Long Frame as the basis for focussing on discussions Monday.

Recommendation: That you approve our proceeding to develop a project paper for an Asian Teaching Fellowship Program.

Michael H. B. Adler
Approve _____ *MOA Lawrence*
Disapprove _____
Date 3 APR 1976

Attachment: Tab A - Proposal for an Asian Teaching Fellowship Program
Tab B - Requests Received for Asian Teaching Fellowships

cc: AA/ASIA, Mr. Arthur Z. Gardiner, Jr.
chron; subj., reading

REQUESTS RECEIVED FOR ASIAN TEACHING FELLOWSHIPS

<u>Country/Institution</u>	<u>Position</u>	<u>Time Frame</u>	<u>Local Contribution</u>	<u>Qualify for A.I.D. Support</u>
<u>Philippines</u>				
Educational Development Projects Implementing Task Force. (EDPITAF), Department of Education and Culture, has requested 21 fellows on behalf of:	(EDPITAF has requested three applications for each position and will be responsible for making final selection).		- \$1000-1500/yo - International Travel - \$500 Excess Baggage - 20% fee for program administration based on fellow's salary	
Central Luzon State University	Agri-business and Farm Management	2 years	Funding will be provided under Credit Agreement (349-PH)	Yes
	Agricultural Education	4 years		Yes
	Extension and Use of Audio Visual Aids	2 years		No
	Farm Machinery	2 years		Yes
	Institutional Planning & Management	2 years		Yes
	Vocational Agriculture	2 years		Yes
	Tile and Brick Making	6 months		Possibly
	Food Processing (Fruits & Vegetables)	2 years		Yes
Central Mindanao University	Agriculture Extension Planning	2 years	Funding will be provided under Credit Agreement (349-PH)	Yes
	Agriculture Research Planning	2 years		Yes
	Electronics (Instrumentation)	2 years		No
	Farm Mechanization	2 years		Yes
	Food Processing (Meat)	2 years		Yes
	Forestry Resource Management	2 years		No
	Institutional Planning	2 years		Yes
EDPITAF (Regional Manpower Training Centers)	Apprenticeship and Vocational Training Standards	3 years	Funding will be provided under Credit Agreement (349-PH)	Yes
	Instructor Training & Teaching Techniques	2 1/2 years		No
	Metal Fabrication	2 years		No
	Agricultural & Construction Equipment	2 years		Yes
	Automotive Technician Education	2 years		No
	Textbook Production	2 years		No

REQUESTS RECEIVED FOR ASIAN TEACHING FELLOWSHIPS

<u>Country/Institution</u>	<u>Position</u>	<u>Time Frame</u>	<u>Local Contribution</u>	<u>Qualify for A.I.D. Supp</u>
<u>Philippines</u> Catholic Education Assoc. of the Phil. (CEAP)	Consultant to help the staff of the Planning Office regarding the development of CEAP regarding projects of its Educational Manage- ment Center of the La Salle University	Begin 9/76	\$133/mo International Travel	No
The LaSalle Graduate School	Senior Consultant in educational management	Begin in 6/76 18 months	\$133 - 267 mo International Travel	Possibly
Commission on Small and Medium Industries	Expatriat consultant to advise small business on intermediate technology	2 years Begin 7/1/76	Major portion of costs to recruit, send and field consultant	Yes
Philippine Normal College	Scholar to develop a field research program in sociological studies	6/7/76 1-2 years	Salary according to college practices	Yes
Population Center Foundation, Inc.	Two consultants to establish procedures for radio immunoassay program	Begin late 1976 for about 1 year	\$267 - 400 mo No international travel	Yes
Saint Louis University	<u>1st Priority</u> PhD in Business PhD in Engineering PHD in Economics	Minimum 2 years	Partial salary as resources permit No international travel	No No Yes
	<u>2nd Priority</u> PhD in Natural Sciences PhD in Psychology			No No
	<u>3rd Priority</u> PhD in Education			Yes
University of Santo Tomas	Fellow in genetics Fellow in pharmacology Fellow in therapeutics	2 year assignment	Salary according to university practices International travel	No No No

REQUESTS RECEIVED FOR ASIAN TEACHING FELLOWSHIPS

<u>Country/Institution</u>	<u>Position</u>	<u>Time Frame</u>	<u>Local Contribution</u>	<u>Qualify for A.I.D. Support</u>
<u>Philippines</u>				
Silliman University	- PhD in Political Science	2 year	-\$200 per month	No
	- Master in Music to become Director of School of Music & Fine Arts	Assignments	-Housing	No
	- PhD in Business Administration to become Dean of College of Business Administration		-International Travel	No
	-PhD in Public Health to become Director of Institute of Public Health			No
Notre Dame Educational Association	Educational Planning Expert to focus on the development needs of the cultural minorities, particularly the Muslim peoples	2 years beginning June 1976	Return flight to-U.S, and full research support; no salary compensation	Yes

REQUESTS RECEIVED FOR ASIAN TEACHING FELLOWSHIPS

<u>Country/Institution</u>	<u>Position</u>	<u>Time Frame</u>	<u>Local Contribution</u>	<u>Qualify for A.I.D. Support</u>
<u>Pakistan</u>				
University Grants Commission requested 15 fellows in teams of 3 each for the following five universities:		Each fellow will stay at a minimum as long as it takes to educate and train 2-3 Pakistani students to earn their PhDs	\$250/mo	
University of the Punjab	Solid state Physics	2-4 years		No
University of Sind	Analytical Chemistry	"		No
University of Karachi	Marine Biology	"		No
University of Peshawar	Geology	"		No
University of Baluchistan	Minerology	"		No
University of Islamabad	Sociology (1st priority)	2 years	\$200/mo	Yes
	Computer Science (1st priority)	beginning 8/1/76		Possibly
	Statistics			Yes
	Mathematics (Numerical Analysis)			No
	Economics (Monetary Policy)			No
	Applied Physics			No
	Chemistry			No
	Business Administration (Finance)			No
	Business Administration (Marketing)			No
Pakistan Institute of Development Economics	Economist would assist in research on income distribution, project evaluation, employment problems and problems of poverty	2 years	\$400/mo	Yes
People's Open University of Islamabad	Teaching English as foreign language	2 years	\$180-220/mo	No
	Poultry Farming	beginning 7/1/76	Housing based on 70% of stipend.	Yes
	Sugar cane cultivation			Possibly
	Modern mathematics			No

REQUESTS RECEIVED FOR ASIAN TEACHING FELLOWSHIPS

<u>Country/Institution</u>	<u>Position</u>	<u>Time Frame</u>	<u>Local Contribution</u>	<u>Qualify for A.I.D. Support</u>
<u>Thailand</u>				
Chulalongkorn University	Computer Science (1st priority)	2 year Assignments	\$200/mo	No
	Psychology			No
	Civil Engineering			No
	Economics			No
	Electrical Engineering			No
	English			No
	Industrial Engineering			No
	Internal Medicine			No
	Mechanical Engineering			No
	Secondary Education			Possibly
	Sociology			Possibly
National Institute of Development Administration	Information Science (1st priority)	2 year Assignments	\$300/mo (represents double the local pay scale)	Possibly
	International Business			No
	Demography			Yes
	Organization & Management of			Yes
	Agricultural Systems			Yes

LATIN AMERICAN TEACHING FELLOWSHIPS
FLETCHER SCHOOL OF LAW AND DIPLOMACY
TUFTS UNIVERSITY
MEDFORD, MASSACHUSETTS
02155

(617)
623-8474
623-8476

ASIAN TEACHING FELLOWSHIPS (ATF)

Presented to:

Agency for International Development
Washington, D.C.

By:

Latin American Teaching Fellowships
Medford, Massachusetts
(617) 623-8474

April 1, 1976

ASIAN TEACHING FELLOWSHIPS (ATF)

Background

For the past ten years, the Latin American Teaching Fellowships (LATF) program of the Fletcher School of Law and Diplomacy, Tufts University, has been responding to the needs of Latin American universities by providing highly qualified professors in a variety of disciplines. The results of the educational activities of the LATF program in Latin America are well documented, and the program is seen, throughout the Western Hemisphere, as a major participant in inter-American educational development.

In early 1975, LATF program officers, in conjunction with various experts in Asian educational development, responded to the growing level of interest in extending LATF operations to Asia, and initial conversations were held with Asian university leaders pursuant to the creation of a pilot program. Subsequently, a working paper describing the new program was submitted to the Agency for International Development, in late 1975. Following additional discussions, the Agency agreed to provide \$10,000 to fund an exploratory "feasibility determination" by LATF officers in four Asian countries.

As a result of AID funding support, a team of LATF officers visited four Asian countries during January and February, 1976. The results of this visit were summarized in Mr. William Cloherty's letter of March 17, 1976, to Mr. Robert Meehan of AID, in which it was pointed out that a total of 93 specific requests for Asian Teaching Fellows had been received from four countries. This, together with additional documentation provided to AID, fulfilled the objectives set out in the AID funding document which enabled the exploratory study.

- 4 -

Because of the clear desire on the part of Asian universities for the development of an Asian Teaching Fellows program, and because of the proven feasibility of such a program, the following operational description is provided.

Program Implementation

Within the period May 1 - December 31, 1976, 10 Asian Teaching Fellows will be placed in university teaching positions. These placements will be restricted to the following countries: Philippines, Indonesia, Thailand, Pakistan. Each placement will be made for an average of two years. All placements will be made in fields consonant with AID program objectives in the particular country.

The ten placements will be made in the following fields:

- 1) Agriculture (including food technology, extension planning, and related fields of agricultural sciences).
- 2) Basic Education (including teacher training, educational research and methodology, rural education, non-formal education, vocational education, and educational administration).
- 3) Engineering Sciences, especially those relating to low-cost instruction and poorer-sector development.
- 4) Management Sciences, including agribusiness, small business.

Each of the ten placements will be coordinated with the appropriate AID officials in the host country, and provision will be made to provide periodic evaluation of the Asian Teaching Fellow's activities and impact at the university.

The candidates from which the 10 Asian Teaching Fellows will be selected will be recruited, in open competition, from colleges and universities throughout the United States. All qualified candidates will be carefully screened, and will be submitted for approval to the appropriate officials of the host universities in Asia.

Once on-site at the host institutions, the academic and related activities of the Fellows will be monitored and evaluated by designated members of the LATF staff. Personal visitations will be made to each Fellow periodically to determine the degree of progress being made toward previously established objectives. A report on the progress of each Asian Teaching Fellow will be provided to the Agency for International Development once every six months, with a comprehensive analysis and evaluation to be made at the end of each individual's two-year period.

Program Funding

It is the intention of the LATF program to utilize AID's funding of \$180,000 for the following purposes: 1) to recruit, select and place at least 10 Asian Teaching Fellows, as noted above; 2) to administer and monitor the activities of the Fellows during their residence in Asia; 3) to provide whatever back-up support and services are required to ensure successful implementation of the program and of the individual placements; and 4) as needed, to supplement the funds being provided by the host universities for the ATF professors. It is further the intention of the LATF program to obtain as much additional funding for the support of the program from public and private sources in the host countries as possible. A measurement and evaluation of this funding will be provided to the Agency at the end of each year of the program.

Utilization of AID funding by the LATF program will fall into the following categories:

- 1) Executive salaries for staff officers working on the Asian program.
- 2) Administrative and secretarial salaries.
- 3) Salary corollaries for items 1) and 2) above.

- 4) Indirect cost allowance for items 1) and 2) above, not to exceed the Federal Government negotiated rate.
- 5) Administrative travel expenses.
- 6) Office supplies, materials, printing, xeroxing, communication costs, and related operating items.
- 7) Supplemental stipends for the Asian Teaching Fellows.

Appendix A. Projection of Potential Program Size and Scope

Following are summary projections based on information currently available, including discussions held recently with individuals in the Philippines, Indonesia, Thailand and Pakistan, concerning anticipated ATF program growth during the initial two year period. It should be clearly stated and understood that these projections are preliminary, and that their effecutation will rely heavily on additional arrangements being made with various institutions in Asia.

1) Projected Program Size

	<u>Number of Fellows</u>	<u>Value of funds generated for stipend/travel (2 year period)</u>	<u>Projected administrative expenditures</u>	
First year of program	15	\$ 510,000	\$ 120,000	\$
Second year of program	20	680,000	140,000	
Total, first two years	35	\$ 1,190,000	\$ 260,000	\$ 1.

2) Projection of ial source development

It is intended that funding to support the stipend and travel costs for Asian Teaching Fellows will derive from the following sources, listed in the

order of their approximate size:

- a) host university payments (for stipend & travel)
- b) public sector internships (1/2 time)
- c) private sector internships
- d) private sector donations and grants
- e) U.S. government agency grants
- f) private foundation grants and donations
- g) international agency contracts and supporting documents.

3) Analysis of special project development and conceptualization

It is intended that the first year of the program will involve a continuing investigation of the most pressing needs of higher education in the four countries, and an analysis of the ways in which LATF can respond to these needs, especially those not already being dealt with by other international institutions.

LATF's response to these needs will be based on the patterns already successfully developed in Latin America, specifically relying most heavily on the formation of "special projects." It is currently anticipated that these projects will be presented to private foundations, corporations, and other funding sources for assistance. It is further

anticipated that the special projects will fall into the following areas:

- a) support for academic placements in agricultural sciences;
- b) academic relationships in the areas of health, nutrition, and health related fields;
- c) special projects in business administration, public administration, and management.

As has been the case in Latin America, these special projects will be designed to complement and supplement on-going ATF programs, and to provide a focus for the placement of professors within designated disciplines.

LATIN AMERICAN TEACHING FELLOWSHIPS

FLETCHER SCHOOL OF LAW AND DIPLOMACY

TUFTS UNIVERSITY

MEDFORD, MASSACHUSETTS

02155

(617)
623-8474
623-8476

March 17, 1976

Mr. Robert Meehan
Agency for International Development
Department of State
Washington, D.C. 20523

Dear Bob,

This report is in reference to the following:

Grant No. AID/ASIA-G-1155
Appropriation No. 72-11X1025
Allotment No. 425-64-498-00-69-61

1.- The LATF organization sent a three person mission consisting of William M. Cloherty, Jan E. Dill, and Elizabeth Toupin to Asia in connection with the program outlined in Attachment A of AID/ASIA-G-1155. Jan Dill visited the Philippines and Indonesia. Elizabeth Toupin visited the Philippines and Indonesia. William Cloherty visited the Philippines, Indonesia, Thailand and Pakistan.

2.- The LATF group developed 93 specific requests for professors under the Asian Teaching Fellows (ATF) program. The breakdown on those 93 specific request is as follows:

PHILIPPINES	47 specific requests
INDONESIA	2 specific requests
THAILAND	15 specific requests
PAKISTAN	29 specific requests
<hr/>	
TOTAL	93 specific requests

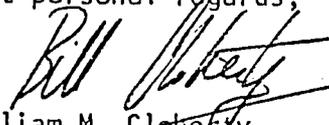
3.- Attached are the relevant documents verifying and confirming the 93 specific requests.

Mr. Robert Neehan

March 17, 1976

- 4.- Documentation is also attached which demonstrates that the institutions to which the ATF professors would be assigned have agreed to pay stipends equivalent to or even exceeding their standard rate of compensation for their regular faculty.
- 5.- US/AID Missions have cabled Washington indicating the Missions' positive response to the development of the ATF program.
- 6.- Host government institutions are substantially funding the ATF program thereby demonstrating strong host government support.
- 7.- Pledges of support (copies of which are attached) demonstrate that the ATF pilot project will be able to operate for 24 months (or longer) covering minimum administrative costs, travel of fellows, and providing reasonable and acceptable standard of living.
- 8.- The LATF visit to Asia has succeeded in establishing 93 specific requests. The ATF program is underway. We request the immediate processing of the AID Grant for \$180,000.00 mentioned in point #4 of Attachment A of AID/ASIA-G-1155.

Best personal regards,


William M. Cloherty
Director of Operations

WMC:jts
Encl.

April 22, 1976

MEMORANDUM

TO : ASIA/DP, Mr. William Lefes
ASIA/EAA, Mr. Howard Buckley
ASIA/TD, Mr. Harold Freeman

FROM : ASIA/RD, Robert S. Meehan

SUBJECT : Draft Log Frame for Asian Teaching
Fellowship (ATF) Program

Attached for your comments is a clean draft of a log frame for the proposed ATF program. I would appreciate written changes on the log frame itself. The log frame is as clear a statement that I can make on what we can hope for from this project. I have deliberately omitted Congressional Mandate "buzz words" from this draft.

In addition to the materials that you already have, an operational Bureau concept to keep in mind while examining the log frame is the following statement which was contained in an initial cable to the field on this proposal:

"Asia Bureau is interested in idea of Asian Teaching Fellows Program that would provide inexpensive talent in support of our AID programs."

Consequently, you will note that one of the indicators of success (B-1) is that there will be a demand from our A.I.D. missions for placements under this program. In this respect, I would interpret a lack of demand as a failure to achieve A.I.D.'s principal interest in supporting the pilot-project. This indicator should not be interpreted to mean that A.I.D. would continue to support the project without getting value in return.

Attachment: a/s

Mr. Howard Buckley
Asia/EAP Rm. 4718A
NS

ASIA/RD, Mr. Robert S. Meehan

May 4, 1976

ASIA/TR/EHR, Harold Freeman

Draft Log Frame for Asian Teaching Fellowship (ATF) Program

1. I have no problem with the Goal Statement provided the ASIA Bureau and the Agency also permit U. S. training at the graduate school level for LDC participants in fields of study related to development problems. They would have an even greater impact than ATF, as they would assist their countries on a continuing basis upon their return home. Approval of the Indonesian and Nepal participant training projects would be consistent with the above rationale.
2. In the same vein, even if it can't be a goal, one of the outputs should be some form of advisory assistance in teaching and research to members of the teaching staff at the schools where these fellows are placed. Otherwise, how would we avoid the accusation of acting like a colonial empire with no intention of working ourselves out of a job by training indigenous people?
3. Assisting AID field missions as consultants should not be a purpose or condition of this project! For the most part, these are young, inexperienced people and the AID Missions should not be pressured into using them over already proven products. Otherwise, we'd be confusing separate purposes and the tail would be wagging the dog. This would not rule out the possibility of an ATF fellow assisting a Mission under just the right set of circumstances.
4. Why does the Log Frame show only 50% of the fellows selected in fields related to AID programs? Why shouldn't we require 100%?
5. Requests should filter through each LDC's National Planning Commission to insure that (a) institutions and programs selected mesh with national development priorities and (b) LDC persons are not available to fill these jobs.
6. We need some very specific limits placed on AID budgetary (salary tapping) support. If our general administrative support is to phase out after FY 78, what about proposing that our budgetary support phase out after FY 77?

cc: ASIA/DP, Mr. William Lefes
ASIA/EAA, Mr. Howard Buckley

LOG FRAME FOR THE PROPOSED
ASIAN TEACHING FELLOWSHIP PROGRAM

A-1 Program Goal

To increase the capacity of universities and public services in "AID" countries in Asia to focus on priority development objectives by enabling them to appoint scholars, researchers and consultants to fill important positions (which local professionals have failed to fill) with overseas professionals who are prepared to accept compensation in accordance with local practice and more than one source of employment if necessary, to maintain a standard of living commensurate with their Asian peers.

A-2 Measures of Goal Achievement

As a result of employing the overseas professionals, universities and public services initiate new or expand existing degree, research and consultancy programs which are directed at solving priority development problems.

A-3 Verification of Goal Achievement

Reports from the universities and public services on the impact of the overseas professionals on their programs.

A-4 Assumption for Achieving Goal Targets

The experience and caliber of overseas professionals who accept appointments under these conditions are sufficient to make significant impact on the programs of the universities.

B-1 Project Purpose

1. To establish a self-supporting recruitment service to be called the Asian Teaching Fellowship Program (ATF) to fill requests from universities, public services, and AID field missions in Asian developing countries for scholars, experts and consultants in support of the priority development objectives of these countries.

B-2 Conditions that will indicate purpose has been achieved

1. By January 1978, Asian universities and public services will have indicated satisfaction with at least 90 percent of the individuals placed under this program by that date.

2. By January 1978, AID will have requested placements for at least five specific professionals during the third year of operations for which appropriate costs would be covered by AID.

3. By January 1978, the ATF will have been able to fill requests in at least three of the following four AID countries in Asia: Indonesia, Pakistan, Philippines, and Thailand.

4. At least 50 percent of all placements during the initial 24 months pilot period will be in fields related to AID programs.

5. By January 1978 ATF will submit a plan of action which shows that it will be able to place 20 or more additional individuals in the third year of operations without needing AID budgetary support.

B-3 Means of Verification

1. Reports submitted by universities, public services and AID field missions.

2. Evaluation of ATF during January 1978.

B-4 Assumptions

1. By January 1978, the operation of the pilot project will have generated sufficient demand for ATF services and sufficient pledges of financial support to enable ATF to reach a level of operations which will be self-supporting without additional AID budgetary support.

C-1 Project outputs

1. The operation of ATF on a 24-month pilot project basis.
2. Fellows fill positions which constitute important components of the manpower requirements in support of priority development objectives of the countries in which they are placed.
3. AID field missions use some of the fellows to meet their manpower requirements for project design, implementation and/or evaluation.

C-2 Magnitude of Outputs

1. Ten fellows placed by December 1976 in fields related to AID programs in the countries in which they are placed.
2. 35 fellows placed by June 1978 of which 18 are in fields related to AID programs in the countries in which they are placed.
3. At least two of the fellows who are placed during the initial 24 months assist programs of AID field missions.

C-3 Means of Verification

Reports from ATF and from AID field missions.

C-4 Assumptions for achieving outputs

1. Availability of candidates from American universities and institutions with the necessary skills and abilities to qualify for the positions and with the willingness to accept a standard of living commensurate with their Asian peers.
2. The concept and the experience of the Latin America Teaching Fellowship Program are applicable to the Asia Region.

D-1 Project Inputs

1. \$180,000 AID contribution for budgetary support.
2. Requests for the placement of at least 35 individuals of which at least 18 must be in fields related to AID programs in the countries in which they are placed.
3. Contributions in cash and in kind from universities and public services which would be the principal employers of the individuals placed.
4. Contributions in cash and in kind from other organizations which would be the secondary employers of the individuals placed, where the contributions provided by the principal employers are insufficient to recruit, place and maintain the individuals placed.
5. Contributions from other sources in support of the Asian Teaching Fellowship Program.
6. Provision of administrative support and office space by Tufts University on a reimbursable basis.
7. Provision of limited administrative support by the School of Business, University of Hawaii on a contribution basis.
8. Use of the Latin America Teaching Fellowship program organization as the basis for developing an Asian Teaching Fellowship Program.

D-2 Implementation Targets

1. Assigned grant agreement by June 3, 1976 with Tufts University covering AID's support to the Asian Teaching Fellowship Program.
2. Firm requests by June 3, 1976 for 10 individuals in fields related to AID programs in the countries in which they are to be placed by December 1976, and firm pledges of support covering the 24 month costs of placing these individuals.
3. By August 1976 the establishment of the recruitment, selection, placement and funds-raising functions of the Asian Teaching Fellowship Program.
4. By October 1976, the submission of qualified candidates for the first 10 positions to be filled.

D-3 Means of Verification

Reports from the Asian Teaching Fellowship Program and from the AID field missions.

D-4 Assumptions for providing Inputs

1. Host Government approval of the local resources pledged in support of the Asian Teaching Fellowship Program.
2. The Congress approves the use of AID funds for this purpose.
3. Adequate demand from secondary employers for the services of the fellows so that fully-funded financial packages can be arranged to support fellows overseas where the compensation from primary employers must be supplemented.

Drafter: ASIA/RD:RSMeehan Ext. 28226
April 22, 1976

Note: This is not a cleared Bureau document.

**PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK**

Life of Project: _____
 From FY _____ to FY _____
 Total U. S. Funding _____
 Date Prepared: _____

Project Title & Number: _____

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Program or Sector Goal: The broader objective to which this project contributes: (A-1)	Measures of Goal Achievement: (A-2)	(A-3)	Assumptions for achieving goal targets: (A-4)
Project Purpose: (B-1)	Conditions that will indicate purpose has been achieved: End-of-Project status. (B-2)	(B-3)	Assumptions for achieving purpose: (B-4)
Project Outputs: (C-1)	Magnitude of Outputs: (C-2)	(C-3)	Assumptions for achieving outputs: (C-4)
Project Inputs: (D-1)	Implementation Target (Type and Quantity) (D-2)	(D-3)	Assumptions for providing inputs: (D-4)