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FACE SHEET & ATTACHMENT

PD-AAF-133-B1

AGENCY FOR INTERNATIONAL DEVELOPMENT
PROJECT PAPER FACESHEET
 TO BE COMPLETED BY ORIGINATING OFFICE

1. TRANSACTION CODE (X) APPROPRIATE BOX
 ORIGINAL CHANGE
 ADD DELETE

PP
 DOCUMENT CODE 3

2. COUNTRY/REGIONAL ENTITY, GRANTEE
 MUCIA

3. DOCUMENT REVISION NUMBER
 1

4. PROJECT NUMBER
 931-11-690-132

5. BUREAU
 A. SYMBOL TAB B. CODE
 B

6. ESTIMATED FY OF PROJECT COMPLETION
 20p.
 FY 77

7. PROJECT TITLE - SHORT (STAY WITHIN BRACKETS)
 [Institution Building/TA Methodology]

8. ESTIMATED FY OF AUTHORIZATION/OBLIGATION
 A. INITIAL [5 72] B. FINAL FY [7 1]

9. SECONDARY TECHNICAL CODES (MAXIMUM SIX CODES OF THREE POSITIONS EACH)

10. ESTIMATED TOTAL COST (\$000) OR EQUIVALENT, \$1# _____

A. PROGRAM FINANCING	OPERATIONAL EXPENSES YEAR			ALL YEARS		
	B. FX	C. L/C	D. TOTAL	E. FX	F. L/C	G. TOTAL
AID APPROPRIATED TOTAL				1000		1000
(GRANT)	()	()	()	(1000)	()	(1000)
(LOAN)	()	()	()	()	()	()
OTHER 1.						
U.S. 2.						
HOST GOVERNMENT						
OTHER DONOR(S)						
TOTALS				1000		1000

11. ESTIMATED COSTS/AID APPROPRIATED FUNDS (\$000)

A. APPROPRIATION (ALPHA CODE)	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE	FY 75		FY 76		FY 77		ALL YEARS	
			D. GRANT	E. LOAN	F. GRANT	G. LOAN	H. GRANT	I. LOAN	J. GRANT	K. LOAN
FN			1000							1000
TOTALS			1000							

12. ESTIMATED EXPENDITURES 1000

13. PROJECT PURPOSE(S) (STAY WITHIN BRACKETS) CHECK IF DIFFERENT FROM PID/PRP

[To strengthen expertise of the Midwest Universities Consortium for International Activities, Inc. (MUCIA), institution building and technical assistance methodology. Grant AID/csd 2958-211(d)-KPA 24. (The action proposed herein is a terminal 13-month, extension of the grant to permit completion of certain publications and studies and foster further utilization of capacities.)]

14. WERE CHANGES MADE IN THE PID/PRP FACESHEET DATA NOT INCLUDED ABOVE? IF YES, ATTACH CHANGED PID AND/OR PRP FACESHEET.
 YES NO

15. ORIGINATING OFFICE CLEARANCE

SIGNATURE
 TITLE
 Jerome T. French
 Acting Director, TA/DA

DATE SIGNED
 MO 04 DAY 17 YR. 76

16. DATE RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION
 MO. / DAY / YR.

APR 27 1976

ACTION MEMORANDUM FOR THE DEPUTY ADMINISTRATOR

THRU: ES

FROM: AA/PPC, Philip Birnbaum

APR 27 10 09 AM '76

EXECUTIVE SECRETARIAT

Problem: Your approval is requested for a 13-month terminal extension of the 211(d) grant in Institution Building and Technical Assistance Methodology to the Midwest Universities Consortium for International Activities (MUCIA). The extension of grant AID/csd 2958 would permit completion of studies and publications now underway and foster further utilization of growing capacity without additional funds.

Discussion: In FY 1971, the Technical Assistance Bureau made a five-year, one million dollar grant to the Midwest Universities Consortium for International Activities (MUCIA) for capacity building in a Program of Advanced Studies in Institution Building and Technical Assistance Methodology (PASITAM). PASITAM's first Director managed the activity in a fashion unacceptable to A.I.D., but was replaced after some 18 months by a well qualified Director acceptable to the Agency. The initial false start produced delays of such magnitude that few tangible outputs were in evidence as late as April 1975. The project received an "unsatisfactory" rating in a Project Appraisal Report of April 21, 1975.

By October 1975, substantial outputs had appeared and a comprehensive review team of five, led by AFR Senior Development officer, Harlan H. Hobgood, found that the grant had reached a fully satisfactory status. The Review Team and the sponsoring office found that the focus of grant workplans submitted by the second MUCIA/PASITAM Director had been constructively responsive to priorities of the Foreign Assistance Act and A.I.D. policies within the broad scope of the grant agreement. A Project Appraisal Report by the current sponsoring office, TA/DA confirmed continuing satisfactory progress as of March 1976. Both the Review Team and TA/DA recommended that the grant be extended within existing funds to permit additional time to develop or continue promising publications and foster further utilization and application of growing MUCIA/PASITAM capacity.

As described in the attached Grant Project Statement, the grant has entered its utilization phase with wide dissemination of outputs and significant demonstration of capacity.

MUCIA/PASITAM has an \$87,000 contract with SER/PM/MD for analytic skills training for A.I.D. personnel, and has contributed substantially to the Development Studies Program. MUCIA is planning to continue PASITAM as an element of its activities over a minimum five-year period at a level of about \$100,000 per year in addition to contributions in kind by Indiana University where PASITAM is located. PASITAM also anticipates continuing demand for its services through contracts.

Consideration of the grant extension was not placed before the R&DC because the action does not constitute a change in purpose nor an increase in funding. However, clearances have been obtained from the LA Bureau representative to the R&DC, from the SER Manpower Development Division, and from the PHA Office of Private and Voluntary Cooperation. Grant activities to date have related most closely to these Bureaus.

The existing grant is scheduled to terminate on May 27, 1976 with an estimated \$150,000 remaining unspent. MUCIA has requested an extension through June 30, 1977 so that the Consortium's budgeting can start with MUCIA's fiscal year which begins on July 1.

Recommendation: That you approve an extension of time from May 27, 1976 to June 30, 1977 within the original \$1,000,000 obligation and with no change in the original scope of work.

Approved: John E. Murphy

Disapproved: _____

Date: 4/27/76

Attachment:
Institutional Grant Project
Statement

TA/DA:KLKornher:js
4/15/76

Clearance:

- GC:GLGladson by PPK Date: 4/18/76
- GC/TFHA:ARRichstein ARR Date: 4/19/76
- AA/TA:CFarrar CFarrar Date: 4/23/76
- LA/DR:WFeldman WLF Date: 4/23/76
- PHA/PVC:JULinski LVI Date: 4/23/76
- md/v SER/CM:DCreedon DCreedon Date: 4/22/76
- SER/CM/COD:VPerelli{draft} Date: 4/15/76
- TA/PPU:TEliot{draft} KKK Date: 4/16/76
- TA/PPU:CFritz{draft} KKK Date: 4/16/76
- PPC/DPRE:AHandly CHMT Date: 4/26/76

Institutional Grant Project Statement

211(d) Grant AID/csd-2958 (PIO/T #931-11-690-132-73-311032)

Institution Building and Technical Assistance Methodology

Midwest Universities Consortium for International
Activities (MUCIA)

Program of Advanced Studies in Institution Building
and Technical Assistance Methodology (PASITAM)

Amount and Term of Original Grant: May 28, 1971 to
May 27, 1976 - \$1,000,000

Proposed Action: Extend to June 30, 1977; no increase in funding

Sponsoring Technical Office:
Office of Development Administration
Bureau for Technical Assistance

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- VI. Revised Project Design
- VII. Complementary Actions and Management Considerations

ATTACHMENTS:

- Attachment A - Background on the Grantee and the Grant
- Attachment B - Publications List
- Attachment C - Proposed Workplan and Budget for Extension

I. Summary and Recommendations

The Program of Advanced Studies in Institution Building and Technical Assistance Methodology (PASITAM), MUCIA's agency for grant activities, has achieved an innovative work program, a substantial flow of products, a significant increase in capacity, and a reasonable prospect for continuance of the work after the AID grant terminates. The prospects for utilization, application and self-sustaining continuance would be materially enhanced by extending the grant to June 30, 1977 without additional 211 (d) funding. The work in progress is relevant and useful; it addresses significant international development issues in the field of institution building and technical assistance methodology.

Evidence to date indicates a genuine commitment by MUCIA for a long-term involvement, including continuance of PASITAM. The proposed 13-month extension would be of considerable significance to the Grantee because it would allow time (1) to bring to fruition several additional products that the PASITAM has in process, but which could not be completed at a good quality level if the grant were to terminate on May 27, 1976; (2) to further utilize, disseminate and apply its products and accumulated capacity; and (3) to market PASITAM services representing applications of the capacity created, which would also help support continuance without heavy reliance on subsidies.

The sponsoring office, TA/DA, recommends extension of the Grant to June 30, 1977, with the understanding that there will be no additional AID 211 (d) funds provided thereafter.

II. Relevance of Problem Area and Need for Expertise

Institution building and technical assistance methodology are, and will continue to be, central issues in international development. Both of these interrelated problem areas offer a broad agenda of knowledge, methodology, and expertise to be mobilized in the service of development. Indeed, the agenda is so large that it must be focused and sharpened if the expertise being developed is to have relevance. Over the past two years the Grantee has done a generally good job of focusing its central knowledge and capacity building efforts on actionable problem areas that clearly match current priorities of AID and the broader international development

community. The following areas are among those listed in the 1975-76 workplan:

- Agriculture and Rural Development (including analysis, design, management and organization)
- The Evaluation Process
- Private Humanitarian Agencies
- Institution Building in Education for Development
- Problem Solving Approaches to Development Design and Management
- Design Tools for Development Planning and Implementation
- Rural Health Delivery
- Analytic Skills Training (AID contract)
- Design Notes and Newsletter
- Dissemination of Publications and Reference Services

Expertise in the areas being addressed by the Grantee is clearly needed. For example, a number of the managerial and organizational emphases of the Grantee's work correlate well with the findings of LDC and methodological needs stated in the Hall Report (Report of the AID Work Group on Management Improvement and Development Administration). Technical assistance needs in analysis, design, and evaluation are increasingly recognized, not only by AID, but by other international assistance agencies. The expertise being developed by MUCIA/PASITAM is a useful complement to AID's in-house efforts in these areas, and clearly relevant to broader international development needs.

The specification of concerns that clearly match international development priorities may be expected to enhance the marketability of the Grantee's products and services, an important consideration as AID inputs (other than service procurement) decline and cease.

III. Grantee Performance and Results To-Date

The Grantee's performance was judged by the Comprehensive (Fourth Year) Review Team to have risen from unsatisfactory to "entirely satisfactory" for its past two years and "excellent" as of October 1975. This finding was in contrast to an "unsatisfactory" rating in a PAR of March 1975, at which time

many significant products of the last half of CY 1975 had not yet appeared. A March 1976 PAR rates the Grantee's performance fully satisfactory.

PASITAM's directorate set forth three logical (somewhat overlapping) phases of grant activity. First, knowledge-building, consisting of identification, development and analysis work that produces pertinent knowledge with potential practical utility. Second, assessment, synthesis, and adaptation of the output of the first phase, including professional judgment, selection, and molding into forms appropriate for external use. Third, dissemination and application.

During the past year the Grantee has moved through phase two with very rapid advances in the publication of monographs, design notes, and a newsletter, drawing on the outputs of phase one. (See list in Attachment B) These products have been disseminated widely, representing a solid advance into phase three; a sound pattern has been established for continuance of the dissemination efforts. However, applications of various kinds, particularly revenue producing applications, are only beginning, and the development of these is a major reason for extension of the grant.

The Grantee has an \$87,000 contract with the AID Manpower Development Division (SER/PM/MD) for a pilot training course in analytic skills. It has successfully tested a "tailored" training program for a senior professional of Inter-American Institute of Agricultural Sciences, and is offering more "training environment" services of this kind. A professor of Development Administration from Seoul National University is presently in residence under UN auspices. The Grantee is vigorously cultivating market possibilities for its services in assistance to private and voluntary organizations, evaluation, health delivery, and orientation of AID contract personnel. Some of these efforts are likely to produce a modest cash flow for PASITAM in the next several months, but it is unlikely that any further revenue-producing activities of significant magnitude will come on line before the termination of the existing grant.

As the Review Team pointed out, PASITAM has the potential for more effective mobilization not only of the capacity created by the 211 (d) grant, but also of the much broader capacity residing in the seven MUCIA Universities. PASITAM has funded meetings of panels in Health Delivery, PVOs, and rural development, intending to establish a means to better relate MUCIA resources to international development needs. Additional time to test this means by which PASITAM can serve broader MUCIA and AID interests is another reason for extension of the grant.

IV. Grantee Commitment to Long-Term Involvement

MUCIA has included PASITAM as an element of its projected five-year program with a proposed funding level of \$100,000 per year. Plans have not proceeded to the point of actual budgetary commitments or firm determination of funding sources. However, it is clear that MUCIA takes its commitment for continuance seriously.

It has been repeatedly made clear to MUCIA representatives (by the Project Manager) that further AID 211 (d) inputs for PASITAM are not contemplated. Hence the grantee is on notice that the 13 month extension with existing funds, if approved, will be the final AID input for capacity building in institution building and technical assistance methodology. The extension should provide ample lead time for the grantee to conclude alternative funding arrangements for continuance. MUCIA has requested a 13 month extension to place the continuing program on the Grantee's fiscal year schedule, which begins July 1.

Capacity building under the Grant has been relatively successful. Twelve courses and seminars have been established or materially changed as a result of PASITAM activities. A score of individual faculty members have become involved in development efforts or undertaken significant new work as a direct consequence of the grant. Faculty on leave from positions at Minnesota and Wisconsin are currently working directly with AID in its Development Studies and other staff development efforts. The Universities currently contribute \$30,000 cash per year to PASITAM activities plus an estimated \$75,000 in space and supporting services.

V. Rationale for Extension

The Grant and the Grantee's annual work plans set an ambitious agenda of work in institution building and technical assistance methodology which went beyond the probabilities of accomplishment in a five year time span. There was a substantial loss of time due to misdirected work during the first year and a half of grant activity. The grant has moved into a productive period in its fifth year. However, at the conclusion of the fifth year, approximately \$150,000 will remain unspent. The Grantee has moved into the utilization and application phase, but additional time is needed to complete promising products now in the pipeline, test applications, develop markets which will produce a sustaining cash flow, and further assure "institutionalization" and continuity in the regular program of MUCIA.

VI. Revised Project Design

No revisions in the design or scope of the project are recommended. The Review Team noted a substantial variance between the broad statements of grant purpose and the narrower, though relevant, activities actually being undertaken. However, TA/DA notes (1) that the actual work undertaken has been covered in annual work plans; (2) that most of the adaptations in grant activities have been highly responsive to changing policies and priorities of the Foreign Assistance Act and AID; and (3) that such adaptability to changing conditions is one of the merits of a 211 (d) grant arrangement. The momentum and continuity of the program through the extension would be best served by retaining the existing scope of work of the Grant, extending the terminal date to June 30, 1977, and approving the Grantee's proposed work plan for the final year. Attachment C contains the proposed work plan and an estimated budget of 211 (d) input.

VII. Complementary Actions and Management Considerations

The relationship between MUCIA/PASITAM activities and the AID Manpower Development program has already been mentioned. The Grantee has also established contacts with PPC, PHA, and TAB, looking to further applications of its growing competence through purchase orders and contracts.

PASITAM newsletters and design notes are distributed to 1300 individuals in 500 organizations. UNDP recently requested that it be supplied with these publications for all of its overseas resident representatives. This "networking" effort may be expected to bring continuing attention and requests for services from PASITAM and MUCIA.

TA/DA plans to dispatch a circular airgram to USAIDs describing the various MUCIA/PASITAM publications, and has developed with PASITAM a plan for regular distribution of PASITAM publications to USAIDs and within AID/W.

Continuing short staffing of the Office of Development Administration has reduced the backstopping and utilization support that could be provided by the Sponsoring Office. When full staffing of TA/DA is achieved, the provision of quarter-time backstopping by one officer, as recommended by the Review Team, would be well justified to increase utilization efforts.

The Grantee has, in its recruiting and field support policies, indicated a concern for equal employment opportunity and the role of women in development.

ATTACHMENT A

Background on the Grantee and the Grant

When the Grant was awarded in 1971, the Midwest Universities Consortium for International Activities (MUCIA) consisted of five universities: the University of Illinois, Indiana University, Michigan State University, the University of Wisconsin, and the University of Minnesota. The rationale for MUCIA was that collaboration among the five universities could be more fruitful than individual effort in achieving a threefold mission:

1. Building and sustaining enduring academic linkages with universities and research institutions abroad;
2. Providing more effective international cooperation; and
3. Strengthening the international dimensions on the member university's home campus.

On July 1, 1975, two additional universities joined the Consortium: The Ohio State University and Purdue University. All seven of these universities have been heavily involved in international development activities.

The 211 (d) Grant of May 27, 1971 was intended to strengthen the Grantee's expertise

"in institution building and technical assistance methodology...through: (a) a coordinated program of research and training concerning overseas institution building and technical assistance methodology...; and, (b) creation of a document repository of the literature relevant to these areas which will make its information readily available to scholars and practitioners in concise and usable form.... The consortium approach is (also) designed to facilitate the synthesis of previous research and the further advancement of both theory and practical application of institution building and technical assistance methodology."

Management of the grant, which became known as the Program of Advanced Studies in Institution Building and Technical Assistance Methodology (PASITAM), was first established at the University of Minnesota under a Director who served until late in 1972. This

period of the grant was not successful. It produced sharp differences between AID and the MUCIA Director. Problems with several sub-grants to scholars that bore little relation to AID's interpretation of the purpose of the grant were still being resolved in 1975.

PASITAM was moved to Indiana University in the Fall of 1972 under the Direction of Dr. William Siffin, an acknowledged expert in the fields of development administration and institution building, who had just completed two years as Director of the Office of Development Administration in AID. The reorganization of PASITAM activities required several months in addition to the continuing time required to re-direct certain sub-grants. In the aggregate, about 18 months of time was lost as a result of the initial false start.

In a March 1975 evaluation the Grant received an unsatisfactory rating, objectively based on a deficiency of tangible outputs and products arising from the capacity-building effort. There were also subjective factors in the evaluation, arising from continuing differences within MUCIA and AID, and among successive AID project managers as to interpretation of the stated purposes of the grant.

A comprehensive review of the grant in October 1975, rated the grant fully satisfactory. By October 1975, management of the grant had been brought under effective central control by the PASITAM Director and his staff at Indiana University and a substantial flow of outputs had appeared. The Review Team noted large discrepancies between the ambitious language of the grant on the one hand and resource availabilities and the grant's time span on the other. It found, however, that the interpretation of the Grant's purpose by the current project director was reasonable, had been recorded in work plans which were explicitly or tacitly accepted by AID and were consistent with the objectives of the grant. AID's annual evaluation in March, 1976 records continuing satisfactory progress since the Review Team's Report.

ATTACHMENT B

PUBLICATIONS

The following publications have been produced by PASITAM during 1974-76.

William J. Siffin. Two Decades of Public Administration in Developing Countries: An American's View. (July 1974) Free

William N. Thompson, Lawrence E. McKibben and Choop Karnjanaprakorn. NIDA: A Case Study in Institution Development. (June 1974) Free

Harbans S. Bhola. The India Education Project: A Case Study of Institution Building and Organizational Conflict. (July 1975) \$3.00

Michael J. Moravcsik. Science Development: The Building of Science in Less-Developed Countries. (July 1975) \$6.00

Beuru Gebregziabher. Integrated Development in Rural Ethiopia: An Evaluative Study of the Chilalo Agricultural Development Unit. (September 1975) \$3.00

Amy Mann and Jon Miracle, eds. Rural Development: The Interplay of Analysis and Action. (September 1975) \$3.00

PASITAM. Design Notes No. 1-3. (September 1975) Free

Amy Mann, ed. Institution Building: A Reader. (October 1975) \$5.00

Burton E. Swanson. Organizing Agricultural Technology Transfer: The Effects of Alternative Arrangements. (October 1975) \$3.00

Burton E. Swanson. Regional Agricultural Production Programs: Training and Design Strategies. (April 1976) \$3.00.

Forthcoming:

Richard Blue, et. al. Analyzing Agricultural Projects. (June 1976) \$6.00

Brian Job. Quasi-Experimental Design Methodologies and Their Applicability to Foreign Assistance Projects. (June 1976) \$6.00

Lewis Thornton. Organizational Change: A Bolivian Case Study. (November 1976) \$3.00

Brian Loveman and Vincent Ostrom. Thinking about Development and Instructional Design. (1976) \$5.00



ATTACHMENT C

**William J. Siffin
Director
(812) 337-1341**

Midwest Universities Consortium for International Activities, Inc.

**Indiana University
1005 East Tenth Street
Bloomington, Indiana
47401**

PROPOSED PLAN OF WORK: May 28, 1976 - June 30, 1977

General Objectives

To complete a set of capacity-building efforts, which address important problems and opportunities for improving the design and implementation of technical assistance.

To make the products of those efforts available for use:

by professional and technical personnel within MUCIA, for teaching, training, consultancy, and otherwise,

by donor agency personnel, and by selected LDC institutions.

Strategy

1. Complete all on-going 211(d)-funded projects. Process and adapt products as appropriate. Disseminate materials and information about them.
2. Continue to maintain and use panels of experts within MUCIA, to review materials, identify possible uses inside and outside of MUCIA, and help link PASITAM efforts in such fields as agricultural and rural development; health delivery; program/project design, implementation and evaluation with other relevant knowledge and activity, in and out of MUCIA.
3. Exploit 211(d) products
in contract-funded training activities
through dissemination to encourage use outside our own program, e.g.,
in training by other organizations, U.S. and overseas.
4. Limit 211(d) activities to on-going ventures; no new departures.

Program Field: Agricultural and Rural Development

Focus is upon the design and implementation of effective programs and projects, applying knowledge of organization and management, to produce course materials, for possible domestic and LDC use; and to produce concept-and-technique knowledge usable in training. Also, continue to study needs for improved knowledge and tools of action, in conjunction with MUCIA panel.

Activities: Completion of set of training materials on techniques for project planning and implementation. Completion of complementary textual materials on Design, Organization and Management of Agricultural and Rural Development efforts. Seek funding for workshop with LDC representatives, to explore utilization. Disseminate materials.

Products: MJCIA/PASITAM strategy paper on organizational and managerial needs and opportunities in agricultural and rural development, revised and disseminated. Training manual on managing planned peasant agricultural development. Textual material on design, organization and management, as per above activity.

Program Field: "New Synthesis"

The original 211(d) grant called for a new synthesis of knowledge about "institution building." A related obligation is to build capacity to improve technical assistance methodology. We view these as obligations to contribute to capacity to design and implement development assistance efforts, when these involve the creation or modification of action systems. In practice, we seek to harness relevant knowledge about designing and implementing such systems to some of the key concerns of U.S. technical assistance. The relevant knowledge is about organization and management.

Activities: Complete Reader on the Design, Organization, and Management of Development Efforts. Complete study of Developmental Design and Management. Process materials emerging from Mikol/Dresang course (Wisconsin) on developmental design. Complete study of problems of organizational learning in technical assistance. Edit and issue existing ms. on an institution-building approach to organizational evaluation. Continue materials monitoring and dissemination. Adapt materials for training use.

Products: Reader and text on development design. Materials for a course on the design of development efforts. Report on how to build learning capacities into a technical assistance organization. Manual on IB evaluation. Also: contribution to multi-media modules used in training. (Training separately funded).

Program Field: Private Voluntary Organizations (PVOs) as Instruments of Technical Assistance

One interesting issue of "technical assistance methodology" concerns the use of various kinds of agencies as instruments of technical assistance. Examples are the international intermediaries in the field of agriculture. Another type of organization, of increasing potential importance in U.S. technical assistance, is the private voluntary organization. A number of these organizations go beyond humanitarian assistance to undertake development project work. Under the new mandate for U.S. foreign assistance, the potential importance of such efforts is enlarged. PVOs, for example, may make distinctive contributions to participatory efforts at rural development, health delivery in rural areas of poor countries, increased agricultural productivity, etc.

Activities: During 1975-76 we have been studying this field of activity, consulting with leaders, identifying potentially valuable sources of knowledge within MUCIA, and determining whether we might make a useful contribution. In February, 1976, we are drafting a preliminary proposal for an activity which will constitute part of our 1976-77 program, if external funding is obtained. (A draft of the proposal is scheduled for issuance by 12 March.)

Products: A plan for providing training materials and related assistance to a set of private voluntary organizations engaged in technical assistance under AID auspices, developed jointly with AID and PVO representatives. First phase implementation during 1976-77.

Program Field: Documentation, Dissemination, Publication

A key element is PASITAM's Documentation and Analysis Center. We operate on the assumption that useful R and D requires little or no original research. The need is to identify, assess, adapt, and synthesize existing knowledge. The DAC performs these functions, with support from the entire staff and MUCIA experts, for our various program fields. It services requests for information and is responsible for distributing PASITAM products.

Products: Along with publications mentioned elsewhere, twelve projected Design Notes, and the PASITAM Newsletter.

Program Field: Training

Technically, this field lies outside the province of the 211(d) grant. Yet it is heavily dependent upon capabilities built through grant activities.

Activities: Depending upon the results of Analytical Skills Training for AID in April-July 1976, work will continue on this program and its development (separately funded).

Program Field: Training (Cont.)

Tentative plans call for a joint feasibility study with AID's Manpower Development Division, of possible ways and means of strengthening AID in-house orientation training for contractor personnel; with emphasis upon their functions as managers and implementers; and with possible "extension" training resources to supplement orientation training.

Products: Training, and training materials potentially capable of use by other organizations than PASITAM.

Program Field: Design Tools for Development Planning and Implementation

Aims are to identify, adapt, and make available various tools from such sources as industrial engineering, for analyzing and delineating problems, designing action systems, controlling implementation.

Activities: Revise, extend, package materials out of the Delp/Thesen project. Seek funding for possible workshop with LDC institution participation, to explore uses of these materials in LDC training. Continue arrangement (separately funded) for joint use of Professor Delp by PASITAM and AID's Manpower Development Division.

Products: Tools (concepts and concrete techniques), with instructions for their selection and use in designing and implementing technical assistance efforts.

Program Field: Rural Health Delivery System Planning and Design

The objective is to provide knowledge and techniques which promise to improve the design and implementation of efforts to deliver health services in rural areas of poor countries. A possible application is in sector planning, especially as it involves the mobilization of community resources, and the effective use of private humanitarian agencies.

Activities: Cooperate with MUCIA Center for International Health. With guidance from our panel, revise strategy paper and issue in final form. Explore possible training activities with PHAs, and possible funded project to strengthen health sector analysis.

Products: Strategy statement.

Program Field: Evaluation Theory and Practice in Technical Assistance

In view of the distinctive importance of evaluation as a means of control and learning, we will continue to maintain our expert panel on evaluation, to review studies which will be completed by the authors in the spring of 1976, and to provide advice and consultation to AID and others as requested.

Activities: Review of materials, development of training materials.

Products: PASITAM design studies on the use of quasi-experimental methods in technical assistance, and on the principles and practice of evaluation. Advice and consultative assistance as requested. One or more modules of training materi

Program Support, 1976-1977

Primary support from the Agency for International Development's 211(d) grant has, to this point, been supplemented by Indiana University and the Midwest Universities Consortium for International Activities. Direct fiscal contributions by Indiana, January 1973 through May, 1976 have been approximately \$50,000. Grant management was transferred to Indiana in December, 1972. Contributions of supporting services by Indiana for the same period are estimated at \$175,000. The value of supporting services of MUCIA is estimated at \$25,000. During the current (1975-76) year, we are also receiving funds generated by training contracts with gross income (including overhead) of \$83,600.

The balance of unexpended 211(d) funds is estimated at \$150,000 as of 28 May, 1976. This workplan is based on the assumption that these funds will be available through June 30, 1977.

At the request of the Consortium we are currently developing a five-year plan of action for PASITAM. The Consortium has indicated a commitment to continued support for our program, as an integral part of MUCIA--subject, of course, to the Consortium's ability to finance the next five years of its overall program.

By May 1976 a five-year program plan will be submitted by the MUCIA Board to the presidents of the seven member universities, who have agreed to seek external financing for the Consortium's supporting program.

Our ability to continue to function in 1976-1977 is crucial to our longer-run prospects. 211(d) funds are in turn essential to that ability.

As noted, certain elements of the projected plan of work for 1976-77 are contingent upon external funding for particular projects. A certain amount of training activity is already funded. Direct support from Indiana University will be somewhat reduced, but services and facilities will continue to be provided both by the University and the Consortium.

The project plan of work assumes the following expenditures from the remaining balance of the original 211(d) grant of \$1,000,000:

(a) Personnel	\$118,000
(b) Publications, production and distribution	8,000
(c) Office support--supplies, services	6,500
(d) Travel(domestic)--staff, panels, advisory committee	17,500
	<u> </u>
	\$ 150,000*

*This budget is subject to adjustment to fit actual amounts determined to be available, as the grant period moves closer to the initially scheduled termination date: May 27, 1976. Our request to AID is essentially for authorization to continue to expend the balance of the initial grant during the period ending 30 June, 1977.