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211(d) Annual Report  
Due: October 30, 1977  
Submitted: October 3, 1977

13p.

**Grant Title:** MUCIA Program of Advanced Study  
in Institution Building and  
Technical Assistance Methodology  
(PASITAM)

**Grantee:** Midwest Universities Consortium  
for International Activities, Inc.

**Director:** William J. Siffin

**AID Sponsoring Technical Office:** Program and  
Methodology, Technical Assistance Bureau

**Statistical Summary:**

**Grant Period:** 28 May 1971--27 May 1976  
(extension 30 June 1977)

**Amount of Grant:** \$1,000,000

**Expenditures:**

**Report Period:** \$ 93,057  
(9 mos.)

**Accumulated:** \$ 999,289

B. Narrative Summary:

In 1976-77 this 211(d) project was completed. As of June 30, 1977, a significant program organization was established and in place. On July 1, 1977, it was being supported by (a) proceeds of contract activity, under an agreement between MUCIA and AID for the production of training materials and the conduct of training for AID personnel, (b) by the contribution of facilities and services by Indiana University to its International Development Institute, which directs this MUCIA program, and (c) by a grant of up to \$15,000 from MUCIA, as interim support pending completion of arrangements between MUCIA and AID for a grant to fund certain PASITAM activities for three more years.

Dissemination. During the period covered by this report, October, 1976 through June, 1977, a major effort was made to complete and disseminate products of earlier work.

A "test" edition of the volume, Planning and Managing Basic Agricultural Development, was published and distributed. Earl Kuip, Bloomington, Ind.: Program for Advanced Studies in Institution Building and Technical Assistance Methodology, (PASITAM), 1977. 280 pp. \$12.00.

Another book, Systems Tools for Project Planning, the product of a PASITAM project at the University of Wisconsin, went to the printer. Peter Delp, Arne Thesen, Juzar Motiwalla, Neelakantan Seshadri, Systems Tools for Project Planning, Bloomington, Ind.: PASITAM, 1977, 274 pp. \$15.00.

A Design Study, Approaches to the Design of Agricultural Development, was translated from the German, printed, and distributed. Walter Schaefer-Kehnert, Approaches to the Design of Agricultural Development, Bloomington, Ind.: PASITAM, 1977, 12 pp. \$3.00.

Six issues of a Newsletter were prepared and distributed-- to 2,969 recipients in 93 countries. Universities, research centers, governmental agencies, international organizations, and project personnel of international development agencies, including voluntary organizations, accounted for most of these recipients. Each of these Newsletters is an instructional device, containing a brief analytical essay on a topic of importance to the design of effective development efforts, plus the critical review of a significant book. The Newsletter also identifies development resources available within one of the MUCIA member schools. And it announces materials available from PASITAM.

In addition to our direct mailings, copies of the Newsletter are distributed within AID, UNDP, CARE, and Church World Service. One of our 1976-77 Newsletter essays, "Organizing Small Farmers for Development," was republished in Focus, 1977, No. 2.

One Design Note was issued: Shinyalu: Credit for Small Rural Business, and others were in various stages of preparation. This Note was sent to more than 1900 recipients in nearly 40 countries. As in the case of the Newsletter, Design Notes are distributed only to persons and organizations that have asked to be placed on our mailing lists.

Another Design Note, Targeting as a Tool of Program and Project Design, was translated into Spanish by PACT (Private Agencies Collaborating Together, Inc.) and distributed to 67 organizations, mostly in Latin America. Eleven of these recipients duplicated an additional 230 copies. Most of the users were private development organizations working in, or in relation to, Latin America.

In June, 1977, the AID representative in Lagos distributed complete sets of PASITAM Design Notes to 100 Nigerian Officials. During the year the World Bank purchased one hundred copies of our Design Studies, Approaches to the Design of Agricultural Development Projects, for internal distribution.

Francis W. Hoole published an article, "Evaluating the Impact of International Organizations," (International Organization, Vol. 30, Winter, 1976), as one product of a grant for 1974-75. A full ms. is anticipated from him in November, 1977.

During the 12 month period (June, 1976--May, 1977) 4,060 copies of PASITAM publications--exclusive of the Newsletter and Design Notes--were distributed. In addition, 428 copies of unpublished PASITAM papers were distributed. Two hundred and seventy of these 4488 items went to AID offices and persons. Nine hundred and seventy-seven copies went to academic users, foreign and domestic. All of these distributions were in response to requests.

To us, the range of demand for our materials is an important indicator: It suggests that PASITAM products do tend to integrate academic and operational interests, rather than appeal to only one of these groups.

Training activities served as another important means of dissemination. For example, 243 pages of PASITAM material--18 separate items--were being used in the Analytical Skills Workshops conducted for AID personnel. USDA's Economic Research Service, working under a contract with AID, incorporated one of our Design Notes and one of our Design Studies in a comprehensive packet of training materials prepared for distribution to institutes in dozens of developing countries. PASITAM materials were also used in a seminar on institution-building at Tribhuvan University in Nepal, and in a World Bank seminar on the same subject in Washington, D.C.

Other Activities. Our Documentation and Analysis Center (DAC) continued to develop, as a valuable in-house activity, and as a source of external assistance. The DAC is responsible for PASITAM's distribution activities. It also responds to special requests for information. During the year its services included the fielding of 15 major external requests for information, on subjects ranging from an agricultural and rural development project in Saudi Arabia to information on the chemurgic use of cactus fibers for a proposed cottage industry in Peru. The head of DAC also worked with the head of AID's TA/PPU/EUI to devise a dissemination arrangement for PASITAM materials which avoids duplication of efforts and facilitates AID access to all our products.

The information service activities of PASITAM during the period were numerous and varied. In addition to the major items mentioned above, they included:

- \*Identification and provision of materials on institutional planning for Haryana Agricultural University, India.
- \*Provision of materials to the Middle East Technical University on small-scale technology.
- \*Provision of information to the president of a U.S. organization, IE Associates, on appropriate technology.
- \*Provision of materials to the Office of Rural Development, TAB, AID, for use in designing a project on Methodologies for Rural Development.
- \*Provision of information to a UNDP expert in the Sudan, concerning the establishment of an Institute of Public Administration.
- \*Provision of material on management education and training to the Director of Training, UNITAR.

Training, and the development of multi-media training materials under contract with AID, continued as a significant activity during the reporting period. This separately-funded activity is a direct outgrowth of the original 211(d) grant to MUCIA.

Analysis activities, and materials development, continued through the final day of the grant effort, in anticipation of future financial support. Book-length materials on project evaluation, and on the applications of management and control theory to development efforts, were in process. A Design Study on quasi-experimental methods was being revised for ultimate publication. A program of Design Note writing was being developed.

PASITAM also provided a variety of formal and informal consultative services during the reporting period. These included:

- \*review and comment on a draft AID paper on the staffing of U.S. technical assistance.
- \*comments to the Director for Social Sciences of the Rockefeller Foundation on management training and education, with special reference to poor countries.
- \*review and comment on a draft project paper on Technological Development and Diffusion, for USAID's TA/Ag office.
- \*preparation of a paper for a World Bank seminar on institution building.

Academic impact. A basic objective of the 211(d) grant was to build capacities within MUCIA, for use in the service of international development. These capacities were to concern the somewhat elusive subjects of "institution building" and "technical assistance methodology." As indicated in our 1975-76 annual report, the approach adopted within MUCIA was to disaggregate these two vast subjects into a set of key components, and to identify, build, and apply knowledge about them.

Capacity can be built in many ways, and can take more forms than one. To compensate for the elusiveness of the general subject of the 211(d), we chose a product-oriented approach, in which capacity was to be embedded in materials, and to be shaped by producing those materials.

To this end, about one-half of the total grant of \$1,000,000 was assigned to a range of knowledge-building projects among the various MUCIA schools. As could be anticipated, not all those projects succeeded, and in some cases money was withdrawn from them.

Project activity was deliberately balanced by a headquarters operation. Its purposes included the initiation and monitoring of project activity. Headquarters also necessarily integrated the review, revision, and synthesis of the products of individual PASITAM projects. It directly developed related materials. And it disseminated products--to academic as well as to non-academic users. Without this integrating, processing and disseminating arrangement it is most unlikely that much focused, functional capacity could have been created in this field.

We have no systematic knowledge of the extent to which and ways in which PASITAM materials are being used in academic settings. We do know that about one-fourth of our publications (apart from the Newsletter and Design Notes) went to academic recipients in 1976-77.

We know, too, that a number of courses and seminars have been developed within MUCIA schools, to address certain institution building and technical assistance concerns. Six such courses were noted in our 1975-76 annual report. This academic impact continued during 1976-77, at least at Indiana University.

In the fall of 1977 Professor H. Schneider of the Anthropology Department initiated a graduate course on Rural Development, using some PASITAM materials. The course was designed during the previous spring.

In the fall of 1976 Professor Philip Morgan established a course in the School of Public and Environmental Affairs, on World Poverty and Rural Development, using our materials and assistance from the DAC.

Within MUCIA, a staff member also participated in a Consortium Task Force on Small Farmer Development in the Caribbean. The task force made use of a PASITAM publication, Designing and Managing Basic Agricultural Programs, in a course on Education for Rural Development during 1976-77. Parts of that book were also being used in a course taught by Professor David W. Brown at the University of Tennessee's Institute of Agriculture in 1977.

The volume was installed in a course taught by Professor Emmanuel Andah in the College of Agriculture of the University of Ghana.

More than six hundred copies of our Newsletter go to individual faculty and staff members within MUCIA schools. This has led to a variety of requests for information and materials. It is our impression that this has resulted in considerable academic use of PASITAM products within MUCIA, and in other schools as well, but there is no inexpensive way of obtaining systematic information about the matter.

C. Detailed Report:

The above narrative summary presents the substance of activity during the nine-month period. The general background and description of the problem addressed by the 211(d) grant was extensively described in the 1974-75 annual report. A copy of that description was appended to the 1975-76 report. Inasmuch as this material remains unchanged, it is merely covered here by reference. Likewise, the purpose and objectives of the grant were covered in the 1974-75 material, and re-presented in 1975-76.

Accomplishments during 1976-77 are stated above. The 1975-76 report contains a complete list of PASITAM publications and unpublished materials, as of September 30, 1976. It is supplemented by information in this reporting period, in the above narrative summary.

During the reporting period, an arrangement was made with TA/PPU/EUI of AID to provide for the distribution, upon request, of available unpublished PASITAM materials. This arrangement makes use of AID's reference and information service.

D. A Concluding Note:

The Program of Advanced Studies in Institution Building and Technical Assistance Methodology was started, some six years ago, in a flush of enthusiasm and a flourish of hope. It quickly became clear that these sentiments and expectations masked a considerable amount of confusion and potential for error.

More than two years elapsed before the Program began to take on a coherent thrust. It was two more years before products began to emerge. Even more time was required to polish those products and put them into form for use.

But by June 30, 1977, the Program had become a going concern. At least some of its achievements vindicated the initial enthusiasms and hopes. In April, 1977, an unsolicited memorandum from PPC/DI to the monitor of this grant speaking of our DAC, observed:

"I would like to bring to your attention the outstanding support the International Development Institute (home base of PASITAM) has been providing the Development Information Office. As you know, our responsibility is to respond to queries from AID field missions. ...we have been relying on the International Development Institute to assist in identifying non-AID project information sources. The Institute has proven to be one of our most valuable resources and has been able to provide resource information within 48 hours. This response time is better than any of our other institutional resources..."

A memorandum of April 19, 1977, from ASIA/TR to TA/DA observed:

"ASIA/TR has found both the Design Notes and the PASITAM Newsletter informative, practical, useful, and contemporary. We would hope that... the Newsletter would continue...."

A review, within NE/TECH/SP-RD, of the new Delp volume on Systems Tools for Project Planning led to a recommendation

"that we order 50 copies for distribution in NE/TECH and Missions. Another edition, developed after more use, will undoubtedly be much clearer, but I do not know of another manual which covers such numbers of analysis techniques in a way which is intended for a readership of generalists performing planning functions."

Following our first overseas training workshop, the late Director of the Philippine Mission wrote to AID's Deputy Administrator (August 6, 1976):

"The attached views of USAID Manila participants indicate unanimous satisfaction with the seminar-workshop. The organization and content of the program, in terms of both the material covered and the quality of presentation, are regarded as superior in almost every respect.... In view of the success of the first seminar in Manila, we would like to suggest that another one be held here.... We have a number of additional people on our staff who would benefit greatly...."

These carefully selected comments are not objectively verifiable indicators of effect. Not all the reactions to PASITAM and its 211(d) related efforts have been as favorable. Yet, as we look back across six years of evolving effort, we believe that the effort has been justified by the results--and by the value which has been placed upon them, within MUCIA as well as outside it. An uncommon capability has been built--and it is being used!

TABLE I

## Distribution of 211(d) Grant Funds and Contributions from other Sources of Funding

Reporting period 1 October 1976 to 30 June .377

211(d) Expenditures			
Grant Objectives	Period Under Review	Cumulative Total	Non 211(d) Funding Amount
Administration & Program Activities	32,950	370,064	13,312
Documentation Center	54,249	240,778	21,917
Research			
Indiana	-0-	50,635	-0-
Subgrants	<u>-0-</u>	<u>272,501</u>	<u>-0-</u>
Total	-0-	323,136	-0-
Training	5,858	65,311	2,367
<b>TOTAL</b>	<b>93,057</b>	<b>999,289</b>	<b>37,596</b>

TABLE II - A

211(d) Expenditure Report

Under Institutional Grant #AID/csd-2958

Reporting Period: October 1, 1976 to June 30, 1977

Expenditures to Date		
	Reporting Period	Cumulative Total
1. Salaries & Benefits	70,439	704,174
2. Graduate Student Stipends	2,485	48,672
3. Consultants	625	39,525
4. Travel	3,343	111,383
5. Equipment	476	2,616
6. Materials, Supplies & Publications	15,689	92,919
TOTAL	93,057	999,289

TABLE II - B  
211(d) Expenditure Report  
Reporting Year Detail

Under Institutional Grant AID/csd-2958  
Reporting Period October 1, 1976 to June 30, 1977

I. Salaries

A. Academic

Name	Period of Employment (if not Report Period)	Percentage of Time	Amount
<u>Headquarters:</u>			
William Siffin		25	\$ 7,200
Russell Stout, Jr.		50	8,100
Marianne Platt		93	8,658
Richard Steele		100	9,000
Nancy Garrett		100	8,360
E. Philip Morgan	10/76 - 5/77	50	<u>6,332</u>
			\$47,650

B. Other

Library	None		
Clerical			
Barb Cambron	10/76 - 12/76	100	1,980
Barb Dutton	1/77 - 6/77	100	3,830
Other Non-Professional			<u>10,059</u>
			\$15,869

C. Fringe Benefits 7,854

II. Student Support

Steve Guynn (US)	960
Abaas Navabi (Iran)	<u>1,125</u>
	\$2,085

Table II - B  
 Reporting Period October 1, 1976 to June 30, 1977

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III. A. Consultants	One	\$ 600
B. Guest Lectures, Visitors, etc.	None	
IV. Travel		
A. Domestic	18 Total	3,343
B. Foreign	None	
V. Equipment	None over \$2,500	
VI. Library Acquisitions		337
VII. Publications	3 Completed Books 1 Book reprinted 4 Newsletters 1 New Design Note 5 Design Notes reprinted	10,543
VIII. Other (Such as Telephone, Postage, etc.)		4,808

Midwest  
Universities  
Consortium for  
International  
Activities, inc.

October 10, 1977

Mr. Charles Briggs  
AID  
Room 2747 - New State  
Washington, D.C. 20523

Dear Mr. Briggs:

I am enclosing two copies of the Annual Report for PASITAM. Thirty-three other copies are coming under separate cover by United Parcel Service.

On behalf of the Consortium, I want to express appreciation for your Agency's continued support of this worthwhile and productive activity.

Sincerely,

*Jane B. Knowles*  
Jane B. Knowles  
Assistant Executive Director/  
Administration

JBK/km

Enclosures  
xc: William Siffin

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