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SYRACUSE LOCAL REVENUE ADMINISTRATION PROJECT

QUARTERLY REPORT

(January 1st - April 16th)

Submitted

by

D. Glynn Cochrane
Project Director

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Agency for International Development

Cooperative Agreement

No. AID/DSAN-CA-0198

SYRACUSE LOCAL REVENUE ADMINISTRATION PROJECT

QUARTERLY REPORT

I. ADMINISTRATION

During this period recruitment efforts were completed, training of new faculty in A.I.D. report procedures was completed, and a number of successful reconnaissance missions were mounted.

The volume of demand for project services has been greater than anticipated. Syracuse has met all requests, has been actively seeking additional assignments, and anticipates no major problems during the next three month period.

Scheduled Recruitment

The University's administration has been highly supportive. Syracuse University has created three new tenure track appointments in order to accommodate the needs of this project. This is an indication of the University's confidence in the type of work being undertaken under this agreement. These appointments will continue long after this Cooperative Agreement is scheduled for completion.

An offer of a full professorship with tenure with the Department of Economics has now been extended to Dr. Malcolm Gillis of the Harvard Institute for International Development. Dr. Gillis has an extensive overseas record and has expressed an interest in an administrative association with the project. An indication of Dr. Gillis' stature can be gauged from the fact that Alex Shakow had previously offered him the post of chief economist in PPC. The final offer of appointment has now been made. Syracuse will formally request A.I.D. approval when Dr. Gillis responds to the offer.

Project Administration

During the summer of 1979 when the project proposal was written, Syracuse was unaware of the fact that Professor Robert Vogel was, at the same time, subcontracting with Ohio State for a good portion of his time during the first two years of the Cooperative Agreement. Consequently, although it has been possible to use Professor Vogel's services, it has not been possible to really use him as an associate director. Professor Vogel was named as associate director in the core faculty agreement. Syracuse has, since the beginning of this agreement, been searching for an appropriate associate director.

The difficulty has been that all candidates with sufficient academic stature and relevant experience have been somewhat unacceptable to the broad range of personnel associated with the project. Likely candidates have also for the most part been unwilling to accept any administrative assignment because directorships and associate directorships of cooperative agreements and contracts are thought to be unrewarding assignments.

However, some solutions to the associate director problem now appear to be emerging. Professor James Vedder, an economist with considerable A.I.D. experience will sit in for Professor Cochrane during the next academic year on occasions when he is away from Syracuse. And, as already mentioned, an offer has been extended to Dr. Malcolm Gillis and he has indicated a willingness to consider taking over administrative responsibilities in the project if his doing so is acceptable to the faculty and A.I.D. If, as anticipated, Gillis joins in January 1981, he will have had sufficient on-campus experience by the Summer of 1981 to accept an administrative role.

Personnel

A breakdown of effort for the second four month period is given on the following page.

P E R S O N N E L

<u>RANK</u>	<u>JANUARY</u>	<u>FEBRUARY</u>	<u>MARCH</u>	<u>APRIL</u>	<u>TOTAL</u>
<u>FULL PROFESSOR</u>					
Pauline Atherton (50%)	12	11	10	11	44
Roy Bahl (50%)	11.5	10.5	10.5	11	43.5
Glynn Cochrane (100%)	23	21	21	22	87
Marta Dosa	7	7.5	6	5	25.5
Donald Ely	5	6	6	5	22
Peter Franck	5	6	6	5	22
David Greytak			13	5	18
Dennis Rondinelli	5	7	6	5	23
Marshall Segall	5	6	6	5	22
James Vedder	5	9	6	5	25
<u>ASSOCIATE PROFESSOR</u>					
Hans Buechler	5	6	13		24
Michael Freedman	5	6	6	5	22
Rod Macdonald	5	6	6	5	22
James Newman (50%)	11.5	10.5	10.5	11	43.5
William Pooler	5	9	6	5	25
David Robinson (50%)	11.5	10.5	10.5	11	43.5
<u>ASSISTANT PROFESSOR</u>					
Marvin Mandell	5	6	6	5	22
Barbara Miller (100%)	23	21	21	22	87
Steve Strand	5	7	6	5	23

(4)

<u>RANK</u>	<u>SEPT-DEC</u>	<u>JANUARY</u>	<u>FEBRUARY</u>	<u>MARCH</u>	<u>APRIL</u>	<u>TOTAL</u>
FULL PROFESSOR	202	78.5	84	90.5	79	534
ASSOC PROFESSOR	12	43	48	52	37	192
ASST PROFESSOR	<u>6</u>	<u>33</u>	<u>34</u>	<u>33</u>	<u>32</u>	<u>138</u>
TOTAL	220	154.5	166	175.5	148	864 *

* 864 days or 39.27 person months

Expenditures

A breakdown of the project expenditures as of March 31st is as follows:

Salaries	\$ 80,994.13
Fringe Benefits	21,058.44
Travel & Allowances	33,828.45
Other Direct Costs	4,184.15
Overhead	<u>40,378.07</u>
TOTAL	\$180,443.24

Faculty Release Time

Now that retrenchment and cost cutting is with us, we have been examining ways to reduce costs while avoiding the impairment of effectiveness. Is purchase of release time from teaching the most efficient way for the project to obtain faculty services? In practice what can happen is that a number of faculty members could have half or quarter or more of their time charged to the project. During this period University demands, e.g., department business, meetings with students, may well be quite large and project needs may be spasmodic and irregular. For example, if in anticipation of demand we had placed faculty members with Near East experience on time release agreements, Syracuse might now have used a considerable amount of money.

Obviously, there is a need for some continuing core of personnel. Where additional services are required, and these demands cannot be anticipated well in advance, it seems that it is much more efficient and economical to purchase those services for each specific assignment. The advantage from the faculty member's point of view is that he or she is motivated to get the assignment. From the project's point of view, the arrangement is attractive because the project pays for what it gets--that and no more. If this is not done, then there is a danger that scarce resources can be misapplied or that large amounts of time may be used without specific products which can be used to evaluate the performance.

Thus far Syracuse has applied this principle to the purchase of specific SOAP products, but is also interested in the possibility of applying this principle further for the provision of specific project products that are called for under project agreement. It is, however, recognized that in relation to released faculty time, private universities may have more latitude than state institutions.

Discipline

All Maxwell faculty have an opportunity to participate in LRAP activities. Participation is guided by a number of principles: either faculty possess skills which are immediately relevant to project requirements; or faculty have experience and training which is likely to be used at some later time; or young faculty are involved who have not yet had an opportunity to acquire experience but who have shown a professional commitment to project goals.

To date two faculty members have been informed that their services can no longer be used by the project. One faculty member performed inadequately on mission and performed in an unsatisfactory fashion at staff meetings. Another faculty member wanted an association with the project but was unwilling to attend training seminars and to learn A.I.D. project procedures. Further

discipline measures will be taken if and when necessary and on the basis of criteria that are already known by all associated faculty.

II. IN COUNTRY WORK

Upper Volta

The Mission economist from Upper Volta visited Syracuse in March and had extensive discussions with S.U. personnel who have expressed an interest in working in that country. A cable has been sent requesting clearance for a three person Syracuse team to visit Upper Volta in early May. Primary interest in the mission is with the recurrent costs of projects as a complement to the macro level study now being undertaken in the Sahel by Harvard.

Mali

The Project Director visited Mali for a week in March. A senior economist will be visiting Mali in early May to assist in the evaluation of a health project. A further two to three person team, to work on the evaluation of the operation structures and recurrent costs of agricultural projects, will probably leave in mid May. The Mali Minister of Planning has also expressed interest in having assistance from Syracuse with the next five year plan.

At the conclusion of this further in-depth evaluation, Syracuse University will try to decide how best to allocate its resources between these two countries. There is some faculty anxiety about the political situation in Mali due to press reports of trouble between the Government and students.

Syracuse University does have remaining capacity to take on African countries.

Bolivia

Two Syracuse faculty, David Greytak and Hans Buechler, accompanied Meredith Scovill and Paul Fritz of DS/RAD to Bolivia during the first two weeks of March.

Syracuse anticipates working on a PID and later on a PP during the Summer and Fall. These activities will require the service of two faculty members and, possibly, a research assistant.

Long term research needs are still being examined and there is a possibility that a market town study will attract support in 1981. Gillis, now under offer, has fluent Spanish and has also worked in Bolivia.

Peru

A visit to Peru tentatively scheduled for March was cancelled. Due to the efforts of Meredith Scovill and Paul Fritz on their recent trip, a Syracuse contribution has been rescheduled for late May or early June. Two senior faculty members, Professors Vogel and Mangin, are expected to be in country for approximately one month.

With two countries under active examination, Syracuse University's commitment to Latin America is fairly strong. There is some remaining capacity in the event that additional reconnaissance is requested from new countries.

Philippines

Professor Bahl went to Manila in January to finalize the long term research agreement with the University of the Philippines and the Philippine Government. A five person team will leave Syracuse on the 21st of April for a summer's work in the Philippines. This work will continue in the Fall. This major research effort is being carried out in collaboration with the University of the Philippines and the entire study is under the auspices of the National Economic Development Authority of the Philippines. Syracuse anticipates production of a high quality, useful research report whose major recommendations will be acted on by the Philippine Government.

This represents a very substantial portion of Syracuse's resources, both financially and in terms of personnel. The University of the Philippines is

supplying Public Administration, Political Science, and Sociological components of the study, but is drawing very heavily on Syracuse's Public Finance capacity.

III. PROBLEMS REQUIRING ACTION BY SYRACUSE OR DS/RAD

Project Analysis

As one way of increasing the service provided to missions and regional bureaus, Syracuse would like to undertake more project analysis. There have been requests from the Near East Bureau and the Latin American Bureau to look at individual projects and to comment on LRA feasibility. Syracuse proposes that DS/RAD advertise the project's willingness to provide analysis services to regional bureaus. Syracuse would be more than prepared to accept for analysis a whole range of projects from these regions.

Syracuse has a core of faculty experienced in A.I.D. procedures who have taught at least twenty-six project management seminars overseas for A.I.D. This core of people can make a useful contribution to evaluation of PIDs or PPs. Secondly, and more importantly, such an increase in service would give Syracuse a very useful mechanism for promoting the utility of the cooperative agreement. If Syracuse could focus attention on LRA during the project review and the project design stage, demand from the field would follow.

User Requests

There is one problem that is potentially troublesome. Under the Cooperative Agreement, Syracuse is required to provide services to all four Regional Bureaus. There are faculty with specific language skills, with specific types of in country experience who can only be used in one geographic region. If, as in the case of the Near East, we have not had any request for reconnaissance or any request for work other than project analysis carried out at Syracuse, the question is how long does Syracuse keep this capacity unused and how does

Syracuse manage to ensure that valuable faculty will be available if and when such requests are forthcoming from the Near East region?

Closing

As DS/RAD initiates more projects, there is a slight possibility that the field may find it difficult to distinguish with sufficient clarity between the various types of services that DS/RAD cooperators provide. Syracuse has been trying to find a solution to this in order to expand the range of tools and techniques available to persuade missions that the services provided under Syracuse's cooperative agreement are useful.

Thus far a number of types of promotion have been explored: the project paper and/or proposal have been sent to the field when requested; circular cable to the field has been sent; Mission Directors visiting Washington have met with DS/RAD personnel. All these approaches have strengths and limitations. The project paper and the project proposal may not be read in their entirety by busy mission personnel; cables to the field may not command attention because of the pressure of other business.

In the very limited experience that Syracuse has had, it has been discovered that a good way to promote the use of the cooperative agreement occurs when (a) mission personnel actually know Syracuse personnel who will be used under the agreement and (b) when Syracuse faculty actually have a chance to talk to mission personnel.

Syracuse would like to encourage the idea that personnel from DS/RAD contracts and cooperative agreements attend each other's overseas conferences and seminars. These opportunities can create new business.

An invitation to visit the University campus can be given to mission personnel who are on home leave or TDY from overseas missions. Syracuse would welcome the extension of any such invitations. The mission economist on home

leave from Ouagadougou was invited to Syracuse and as a consequence of that visit is now arranging a reconnaissance to Upper Volta. Such a process may be even more cost effective than an overseas visit.

Conference 1980

Under the Cooperative Agreement, Syracuse is required to hold a regional workshop each year. In the case of SOAP I, Syracuse proposes that this conference be held at the University's conference center at Minnowbrook in upstate New York. Syracuse makes this suggestion because the amount saved on overseas travel could be used for reconnaissance and to recover from heavy investment in the Philippines where there is no cost sharing. When Syracuse combines the fruits of SOAP I with what has been learned during our research undertaken in the summer of 1980 and in the fall of 1981, then this would provide a basis for a widely advertised and attended conference to be held overseas at the end of 1981.

Language

Steps that have been taken to date are as follows: 1) an assessment of Syracuse's Francophone and Spanish speaking capacity has been made; 2) specific local revenue oriented vocabularies have been constructed; and 3) faculty have been asked if they would wish to participate in language training.

Since Syracuse is engaged in a four year cooperative agreement which calls for the delivery of services in Spanish speaking and Francophone areas, it seems reasonable to examine the need to strengthen existing language competency.

A large number of faculty would like to be able to brush up rusty language skills and a smaller number would like to learn a new language, principally French. The possibility of this being done under the auspices of the Cooperative Agreement is now being examined.