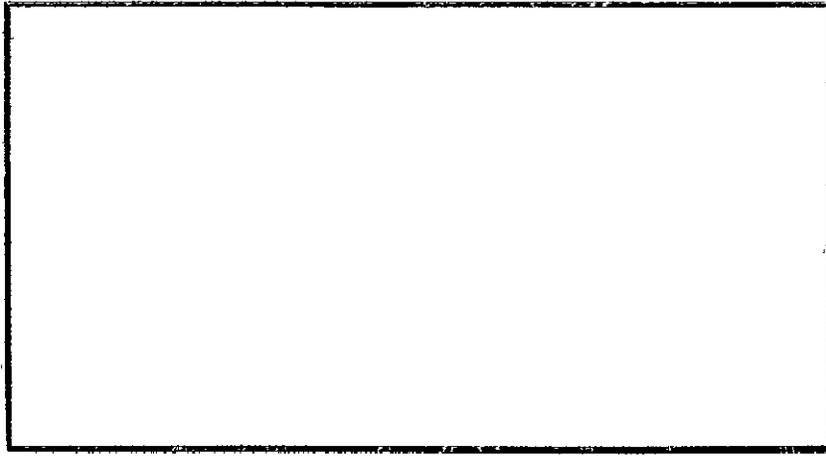


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AMERICAN PUBLIC HEALTH ASSOCIATION
International Health Programs
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EVALUATION OF RESOURCES
FOR AWARENESS OF POPULATION IMPACT
ON DEVELOPMENT (RAPID) PROJECT

A Report Prepared By:
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During The Period:
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PREFACE

This evaluation was made in Washington, D.C., January 24 to February 13, 1980; 12 working days were expended on the task. The consultation, which addressed an issue central to human well-being throughout the world, involved the assessment of an elite educational project that may be the most ambitious ever undertaken by an assisting agency.

Two site visits were scheduled, one to Washington, D.C., to meet with The Futures Group, and one to Senegal, to observe a RAPID presentation. The USAID mission did not approve the Senegal visit, and the trip was cancelled. This report would be more comprehensive had that trip been made. Unable to observe firsthand the RAPID presentation, the consultant was unable to observe the audience's reactions and to assess RAPID's potential influence on policy and planning personnel.

Although the work of one person, this evaluation reflects the views of the large number of people interviewed in Washington, D.C. Comments on the RAPID project have been incorporated into this report.

The consultant extends special thanks to the acting project monitor, Dr. Sarah Clark, who spent hours discussing current issues; her patience and good nature were deeply appreciated. Thanks go also to The Futures Group; Robert Smith and Phil Claxton deserve special recognition. They gave freely of their time and knowledge, and their film of the RAPID presentation in Senegal was invaluable.

Raymond W. Carlaw, Dr. P.H.
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I. INTRODUCTION

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Raymond W. Carlaw, Dr.P.H., School of Public Health, University of Minnesota, evaluated the RAPID project for the American Public Health Association (APHA) in early 1980. His objectives were to evaluate progress to date and to assess and provide technical assistance on the design of a follow-up project. Dr. Carlaw worked closely with The Futures Group to accomplish these goals.

Scope of Work

In making his evaluation, Dr. Carlaw reviewed the project files, including the contract and contract amendments, a project paper, and contractor staff trip reports.* He interviewed the technical office and regional bureau staff most closely involved in the RAPID presentations; briefed and debriefed AID/W on findings and recommendations; and met with The Futures Group in Washington, D.C. He also reviewed the presentation materials prepared for particular countries.

Dr. Carlaw was asked to:

1. Assess the adequacy of the project design and provide technical assistance in redesigning the project paper.
2. Provide estimates of the time and money required to complete successfully the project
3. Assess the adequacy of contractor performance.
4. Interview AID staff to determine the demand for new or repeated presentations.
5. Assess the adequacy of the contractor's staffing pattern and logistics support, including graphics, translation services, and travel arrangements.

*These documents may be obtained from the Technical Office, Room 204, 1621 N.Kent Street, Rosslyn, Virginia.

6. Recommend future contracting arrangements.
7. Address particular issues (e.g., use of computer for presentations; appropriateness of training films for AID/State personnel) for project implementation.

Program Goals

General directions were set in the "Goal Two Priorities Paper" released in January 1975. Population development activities are intended primarily to help LDCs:

understand how population growth hinders the prospects for development; and

devise comprehensive policies that slow unwanted population growth as quickly and efficiently as possible.

This is stated as program goals and purposes in the project paper, number 932.0637.

The goal of Project 932-0637 is to design and implement new population policies or to improve existing policies so that they contribute to development goals. The purpose of the project is to encourage awareness and provide understanding of the elementary relationships between population growth and socioeconomic development among key LDC policymakers and U.S. technical program management officials involved in developing planning. (See Log Frame B.2.)

At the end of the project, LDCs should be using coordinated planning techniques to examine population impact on their national development goals, or requesting assistance to develop these capabilities. State/AID technical and regional offices involved in development planning will be using acceptable, consistent methodologies to assess the demographic and socioeconomic impacts of development assistance activities. They will be making sectoral analyses

using interactive computer simulation techniques. Close coordination of activities and consultation between the contractor and AID will ensure the accomplishment of project goals, and direct these achievements toward the stated end-of-project conditions.

Project Design

The project design which must be viewed in relation to program goals, includes four activities. The two major activities involve the preparation of in-depth country-specific analyses of the relationship of socioeconomic development goals to varying rates of population growth, and the presentation of these comparative analyses to LDC policymakers and heads of state, appropriate U.S. Government officials and international agencies. The two minor activities include the assessment and organization of computer hardware and software and the training of computer operators.

The program goal of Project 932-0635 (contract with Battelle Memorial Institute) is "to assist LDCs to consider the impact of population dynamics on their own development and to implement population policies which will contribute to development goals." The purpose of the project is "to identify and examine those researchable policy and social barriers to family planning and other social issues which impede development."

The goal of Project 932-0655 (contract with Research Triangle Institute) is "development of LDC policies and programs for reducing population growth rates." Its purposes are to "incorporate demographic considerations in the development planning process of selected LDCs in Africa, Asia, and the Near East," and to "increase the awareness and sensitivity of LDC development planners to potential impacts of population growth on alternative resource allocations for socioeconomic development.

The assessment of the project design involves consideration of the relationship of the program goal(s) shared by the two other projects. The essential purposes might be outlined as follows:

	<u>Project 932-0637</u>	<u>Project 932-0635</u>	<u>Project 932-0655</u>
<u>Activity</u>	Promote initial awareness of relationship(s) of population growth to development.	Identify and examine researchable barriers to family planning and other social issues impeding development.	Incorporate demographic considerations in LDC development planning. Increase awareness of impact of population growth on resource allocations.
<u>Addressed To:</u>	Key LDC policymakers and U.S. Officials managing technical programs.	Many audiences (to build a critical mass) particularly non-government constituencies.	LDC development ministries of planning or planning units within ministries.

Project 932-0637 (RAPID) is addressed to LDC policymakers and U.S. officials; it takes the initial step in promoting the program goals. RAPID has attracted the attention of national leaders intrigued with the technology and apparently shocked by its implications. It has a superior capacity to promote initial awareness of the relationship of population growth to socioeconomic development.

There are weaknesses, however, in the project design. PDD's expected contractor output must be defined fully. Project staff must work more closely while collecting data. Project responsibilities must be defined to take advantage of the concern addressed in the RAPID presentation, and presentations before appropriate U.S. Government officials must be improved.

II. EXECUTIVE SUMMARY

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Scope of Work and Findings
and RecommendationsTask 1
Assess Adequacy of Project Design

There were few precedents to guide the design and implementation of this ambitious project. The flexibility of the project design, intrinsic to project innovation, is required to overcome scheduling problems.

Although the goals and major and minor activities designed to meet these goals are reasonable and consistent, the end-of-project conditions for fulfilling the purpose are too broad, encompassing changes that may take a decade or more to effect. The "objectively verifiable indicators" should be examined carefully. While the project activities may contribute to the desired end-of-project conditions, they may not be sufficient to bring about those conditions. The presence or absence of the conditions should not be a criterion to measure the achievement of project goals. The end-of-project conditions, which should relate reasonably to the anticipated impact of the activities are:

1. LDCs will be expected to be using coordinated planning techniques to study the impact of population growth on national development goals, or request assistance to develop these capabilities.
2. State/AID technical and regional offices involved in development planning will be using acceptable consistent methodologies for assessing the demographic and socio-economic impacts of development assistance activities; they will be making sectoral analyses using interactive computer simulation techniques.

The contractor's activities should be restated to incorporate standards of performance relating to the expected conditions; expected end-of-project

conditions should be expressed in terms more compatible with the proposed activities.

The expected end-of-project conditions should be examined for their reasonableness as contractor outcomes. If necessary, project activities and expectations should be modified so that project goals, activities, and anticipated impacts are compatible.

Task 2
Provide Estimates of Required Time and Money

Given the uncertainty of international politics, it is difficult to predict future demand for a project. To date, 20 countries have expressed an interest in the RAPID project, and in another 10-15 the RAPID presentation (or a modified version) may be shown. If these estimates are reasonable, approximately 20 countries will have benefited from the RAPID presentation by the end of 1980.

For many countries, 1980 marks the beginning of the quinquennial budget period; this budgeting exercise will itself stimulate interest in the relationship between socioeconomic development and population growth, and this in turn may promote even greater interest in the RAPID presentation. Even if delays and postponements of projects in participating LDCs can be restricted, an additional 24 months (dating from December 1980) will still be necessary to meet the original RAPID project target of 35 countries.

Each presentation, which will require three to four months to prepare, will cost between \$50,000 and \$60,000 per country. With overhead and staff costs, the estimated annual budget will be approximately \$700,000 per year, or \$1.4 million for the two years.

Task 3
Assess Adequacy of Contract Performance

The Futures Group had great difficulty implementing its contract during the first two years of operation. Major staff changes, sub-contractor poor performance, the necessity of establishing a Washington office, and travel restrictions which hindered overseas fact-finding missions and liaison work were among the group's most serious problems. The group now has a stable staff, with six people serving full time on the RAPID project; two other full-time persons work out of the 15-member Washington office. Clearly recognized standards of performance have been set for sub-contractors. The Futures Group has demonstrated recently a fully developed capacity to manage and supervise RAPID activities. Staff have demonstrated a capacity to present RAPID before national leaders, and to gain their attention and elicit their enthusiasm. The Futures Group now represents a considerable body of experience; its contacts and resources have proven useful to AID, and its services are in increasing demand.

The Futures Group's contract should be extended for two years to allow staff to complete their presentations in the 35 countries targeted in the original assignment, and to enable them to conduct supplementary activities as directed. The situation should be reviewed in 1982 to determine further demand for the project.

Although the project is designed to have an educational impact on AID/Staff, other Federal agency staff, visiting dignitaries, and international agencies and groups, outreach efforts have been minimal. Only 20 presentations before approximately 500 people were reported in the annual "Activities Report," dated July 1979. This activity should be intensified. The installation of an

interactive computer system in selected areas in Washington might make RAPID more accessible to staff and visitors.

Interactive computer systems complete with prepared country analyses should be installed in four convenient locations in Washington (e.g., AID's training office, in Rosslyn; the State Department; the Population Office of AID; the Foreign Service Institute). Appropriate staff should be trained to operate the computers and make the presentations.

Task 4 Determine Demand for New or Repeated Presentations

There seems to be a consistent, increasing demand for the RAPID presentation, but it is impossible to state definitively how long the demand will last. Most LDCs have established socioeconomic development plans, although many have no firm policy on population growth. As long as the RAPID presentation can be given in an objective, politically neutral setting, demand from LDCs with strong AID missions and an interest in controlling population growth can be expected.

Regional bureaus have set development priorities by country, and these priorities can be incorporated into a global list of RAPID presentations.

The Futures Group needs approximately four months to analyze in-depth the socioeconomic/population growth relationship in a specific country. If reasonable assurance is given that a RAPID presentation will be made in a particular country, it would be expedient to prepare the analysis before the contractor requests it. This will enable the contractor to fulfill demands without delay.

PDD should examine the feasibility of preparing a priority list of at least 20 countries for which in-depth analyses are required. The contractor should be asked to submit 1.5 reports and programs per month to prepare for anticipated RAPID presentations.

The demand for RAPID from international agencies, regions, and sub-regions was noted in a recent amendment to contract activities. If stated more definitively, the point might be recognized more widely. Discussions are being held now with the World Bank and UNFPA, and the RAPID presentation has been made to FAO and to a World Bank study group. ILO, UNDP, WHO, and UNESCO have expressed interest in RAPID. Presentations before regional groups, such as SEARO and CARRICOM, and in-country groups (military, labor, and banking interests) may be possible. The Futures Group, which is working closely with international agencies studying population growth and economic development, could take responsibility for defining this interest. These agencies' awareness of RAPID could have a major impact on the project's success.

The Futures Group should be asked to monitor carefully and report to the project monitor the interest in RAPID of international agencies and regional organizations and groups. With AID assistance, the group should make additional presentations to, and in cooperation with, these agencies.

The most efficient and effective way to convey RAPID's message is through national leaders. However, LDC leaders' interest in population, though derived from many sources, cannot be predicted. Such interest may emerge suddenly and flag overnight, or it may be pursued actively. Persons are needed to monitor closely each region or area, and to assess levels of interest in and opportunities for making RAPID presentations in the LDCs.

Ideally, one person should be appointed for each region to provide support for population policy studies, but given the current demands for service, it is more realistic to ask staff in regional bureaus to remain sensitive to the LDCs' expanding interests and to note opportunities wherever they arise.

PDD should examine the feasibility of collaborating more closely with regional bureaus to monitor and report on the new interests of and opportunities in all LDCs having diplomatic relations with the United States.

Task 5

Assess Adequacy of Contractor Staffing Patterns and Logistics Support

The general staffing pattern and graphics and translation services seem to be adequate at this time. The Futures Group employs only 1.6 staff members to make all presentations in the United States and overseas. Although this usually is adequate to meet demand, The Futures Group should train one or more persons to provide support to overburdened staff members. The supplemental staff should be able to make RAPID presentations wherever others' schedules are interrupted.

It is essential that staff of The Futures Group and the contractor responsible for follow-up make preliminary visits to LDCs to assess host country concerns and sensitivities to the computer program and to observe reactions to the RAPID presentation. These visits will also enable staff to discuss social and technical concerns with appropriate nationals and with AID mission and embassy staff.

The Futures Group staff and the contractor responsible for follow-up activities should make at least one preliminary fact-finding visit to each LDC; whenever possible, these persons should meet with the host country counterpart and co-presenter.

Task 6
Recommend Future Contractor Arrangements

Interest in population growth and economic development is not restricted to countries hosting AID missions. Embassy personnel, the U.N., the World Bank, and other agencies have stimulated the growing interest in RAPID. In countries where AID's presence is not noticeably strong, follow-up activities may be more difficult to implement. RAPID presentations might encourage closer communication between these countries and the United States.

PDD staff should examine restrictions on foreign assistance and prepare guidelines for conducting contractor and AID/W activities in LDCs requesting a RAPID presentation but having a limited (or no) AID mission.

During preliminary visits and while making presentations in host countries, The Futures Group staff can meet important national figures and assess their opinions on the population/development relationship. They also can assess the social and political conditions that may have implications for the follow-up team and affect the implementation of a population policy. Specific information conveyed to the project monitor should be discussed with relevant contractors.

A brief report on social and political conditions and on government or other officials' perceived attitudes toward a population policy should be prepared by The Futures Group and shared with the project monitor and appropriate contractors. Regular meetings with PDD staff and contractors should be scheduled to discuss the value and implications of this information for current and future activities.

The RAPID presentation is well received by national leaders and the project exposed to a wide audience. The PDD's ultimate goal is to translate awareness

of and interest in RAPID into an active, effective national policy on population growth. National planning units at all levels must consider seriously the population/development relationship, and objectives, resources, and activities must be distributed among and integrated into the program plans of all appropriate service units of the government. Most LDCs will require technical assistance to carry out this task. Much of the follow-up assistance will be expected to come from the United States. The danger in expanding an educational program such as RAPID is that demand for follow-up assistance may exceed the resources available to PDD.

PDD should monitor closely the demand for follow-up activities stimulated by the RAPID presentation; it should be prepared to expand the number or kinds of contractor functions required to maintain the momentum of population policy development and to support AID mission plans.

Task 7 Address Particular Issues

The advanced technology of the RAPID system could be used effectively to stimulate wider interest in both Aid mission and host country personnel; the computer presentation would have to be available constantly in the LDC. (This action was anticipated in Work Activity 13; see existing contract.)

All LDCs with AID missions should receive the interactive computer system after the RAPID presentation and a follow-up have been made. Appropriate American and host country staff should be trained to operate the computer.

Once installed, the computer must be maintained properly, information updated, and sectoral analyses provided. Updated information is required because most countries' five-year plans terminated in 1979 (others will terminate in 1980), and current socioeconomic development plans are being revised now to cover another five years.

The Futures Group should update macro-data files and provide appropriate sectoral analyses. Data should be provided to designated LDCs and to the service units based in Washington. The Futures Group should also be asked to service and maintain the computer system, either directly or through the services of a sub-contractor.

A number of national leaders ask particular questions or request data not explained or provided in the printed handout given to participants at presentations. The printed handout should include new data on relationships; diagrams should be modified to reflect the particular concerns and interests of host country officials.

The Futures Group should be asked to determine the feasibility of including in the printed handout information on new relationships or modified data. Staff should be aware of the concerns of host country leaders when making their presentations.

The Futures Group has recruited some well-known international figures to provide RAPID presentations, because the host country requested them or because their international prestige and knowledge of population growth and economic development made their services desirable. Current U.S. regulations require that such consultants provide a statement on their salary; the salary figure is used to calculate the consultants' daily honorarium. American staff have been embarrassed when requesting such information. In the future, in lieu of the salary statement, the Contracts Office should accept the principal investigator's suggested honorarium for those internationally recognized experts, retained by the RAPID contractor.

III. CONTRACTOR PERFORMANCE

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Plan of Work

The plan of work, which lists four major activities is outlined below:

PLAN OF WORK

<u>Task/Activity</u>	<u>Caveat</u>
A. To Assess Program Requirements	
1(a) Assess Hardware and software under previous Computer Assisted Instruction (CAI)	
1(b) Exclude related training programs in AID	
1(c) Determine requirements for overseas presentations	
1(d) Determine hardware and software requirements for life of project	
2(a) Determine AID/W and field-training needs	
2(b) Determine impact of project activities on program objectives	
<u>Comment:</u> Task 2(a) has not been met. Requirement 2(b) is a weakness in project design; to request a contractor to evaluate his own work invites bias. Task 1(d) is not possible, given the project's "as required" conditions.	
B. To Conduct Seminar, Give Advice, Etc.	
2(c) Design and implement a protocol for teaching	
3 Conduct seminars in Washington, D.C., for AID/State Department Officials	As required
4 Conduct seminars in Washington, D.C. for officials of AID countries	As required
6 Conduct seminars for other Federal Government officials, contractors, international agencies	

Plan of Work, Cont.

<u>Task/Activity</u>	<u>Caveat</u>
7 In cooperation with other contractors, provide consultation, orientation, and training for AID planning and evaluation personnel	
8. Advise AID missions on the interests of LDC participants in (c) above and make recommendations	
10 Make field presentations for country team and LDC personnel in countries	As designated by project monitor
11 Make site presentations for LDC policymakers, planners and other groups	Requested by LDC officials or mission in designated countries
12(a) Advise LDC governments on resources appropriate to their interests	As required
12(b) Provide consultation to AID and appropriate contractors on interests of these governments	As required

Comment: The inherent weakness in the above design is non-specific commitment "as required," "as designated." The original contract called for 35 presentations in LDCs within the contract period, but this was unduly restrictive according to the project officer and monitor, and the requirement removed through amendment. Flexibility to respond to demand is essential, but expectations of both parties should be defined further.

C. To Collate and Analyze Data

5(a) Produce in-depth country-specific analyses	As requested
5(b) Conduct similar analyses for other countries, regions, and sub-regions	AID designated
9 Make additional sectoral analyses for participants and provide published materials, either directly or through other contractors	As required

Comment: The task is restricted only by time and budget allotted.

Plan of Work, Cont.

	<u>Task/Activity</u>	<u>Caveat</u>
	D. Provide Materials	
13	Purchase and install interactive computer-based demographic analysis system in designated LDCs and train appropriate host country and AID personnel in its use (contractor responsibility)	As directed by project monitor
	<u>Comment:</u> This last activity is the only one directly related to project objectives/	

Contractor Performance

The following questions were raised during interviews with AID/W staff:

1. What major constraints (e.g., management, technical, logistical) are identified in RAPID presentations?
2. Should certain Futures staff devote 100 percent of their time to RAPID?
3. If the role of sub-contractors diminishes, will The Futures Group be able to take up the slack?
4. Given the recent intense activity in RAPID presentations, does the contractor use a specific strategy to approach a host country?
5. What access does The Futures Group have to acceptable host country data?
6. How involved are host country officials in data collection and presentation planning? What steps are being taken to establish and maintain rapport with host country nationals?
7. Family planning is a very sensitive issue in Africa. Are the presentation teams and RAPID content sensitive to these cultural issues?
8. Some regional bureaus have targeted by priority, countries for AID support. Are these priorities recognized in the RAPID program?
9. Is the RAPID presentation sensitive to levels of sophistication in the host country?

10. What is the relationship of other policy development contractors (Battelle and RTI) to RAPID?
11. Will computer systems be installed? Will computer operators be trained?

Contract History

The evolution of the project is outlined below:

- a. After it was designed, the project was designated a "small business set aside."
- b. The successful bidder, The Futures Group, proposed two sub-contracts: one with a large business, General Electric Tempo, and one, Pennsylvania State University, with a not-for-profit entity.
- c. A civil court hearing was held to determine the small business competency to perform the contract. The case was defended successfully on the grounds of the outstanding merits of Mr. David Bronheim, Principal Investigator.
- d. Four months later, AID/W recruited Mr. Bronheim.
- e. It took almost a year for The Futures Group to recruit a replacement, Mr. Philander P. Claxton.
- f. The two sub-contractors failed to perform adequately.
- g. The project monitor devoted much staff time and talent to produce an adequate product.
- h. Time was required by The Futures Group to:
 - set up a Washington office; and,
 - obtain access in Washington, D.C. to the various data banks on developing countries.

On January 31, 28 months after the contract had been awarded, only five formal presentations had been made in LDCs. Nine other presentations will be made in the next three months. Many countries on the list have not set a firm date for a RAPID presentation.

The computer system is satisfactory; supplies and related graphics work, printing, slide production, translation services, etc., are organized.

The Futures Group provides a variety of immediate follow-up services to the mission, including assistance in procuring computer-related equipment. It also provides required training. It has set up a 15-member Washington office staffed with a project manager and five technicians, all full time. It has set firmer standards by which to judge sub-contractors; has negotiated a new agreement with Pennsylvania State University; and has placed GE-TEMPO on case-by-case notice. The Futures Group has not only accumulated a considerable amount of information on most of the LDCs designated for study, but also has developed the expertise required to process that information into suitable computer visuals.

Key staff are adequate for the task. Both Philander P. Claxton and John Stover are highly competent presenters. Claxton is eminent in the field of population policy studies, having led the U.S. delegation to the Bucharest Conference. Stover can handle competently demographic, economic, and technical computer studies. Both men will have to travel often; John Stover's responsibilities, in particular, seem excessive, and logistical problems may occur in the next few months.

Encouraged by AID missions and LDCs, The Futures Group has begun to identify and contact internationally recognized experts in population and development who would be acceptable to specific LDCs as RAPID presenters. For example, Ambassador Marshall Green was requested by, and made a presentation in, Egypt on January 24, and Paul Marc-Henri made a presentation in Senegal on January 28. Experts from the United States and other countries will sit on the studies panel.

The Futures Group is working closely with host country nationals to address cultural sensitivities and development concerns and to present this information in acceptable form. For one government to outline for another potential policy issues is a sensitive matter, and a private sector agent of one government often encounters difficulties when presenting material in another country. The Futures Group has demonstrated its considerable skill and tact in handling such sensitive tasks.

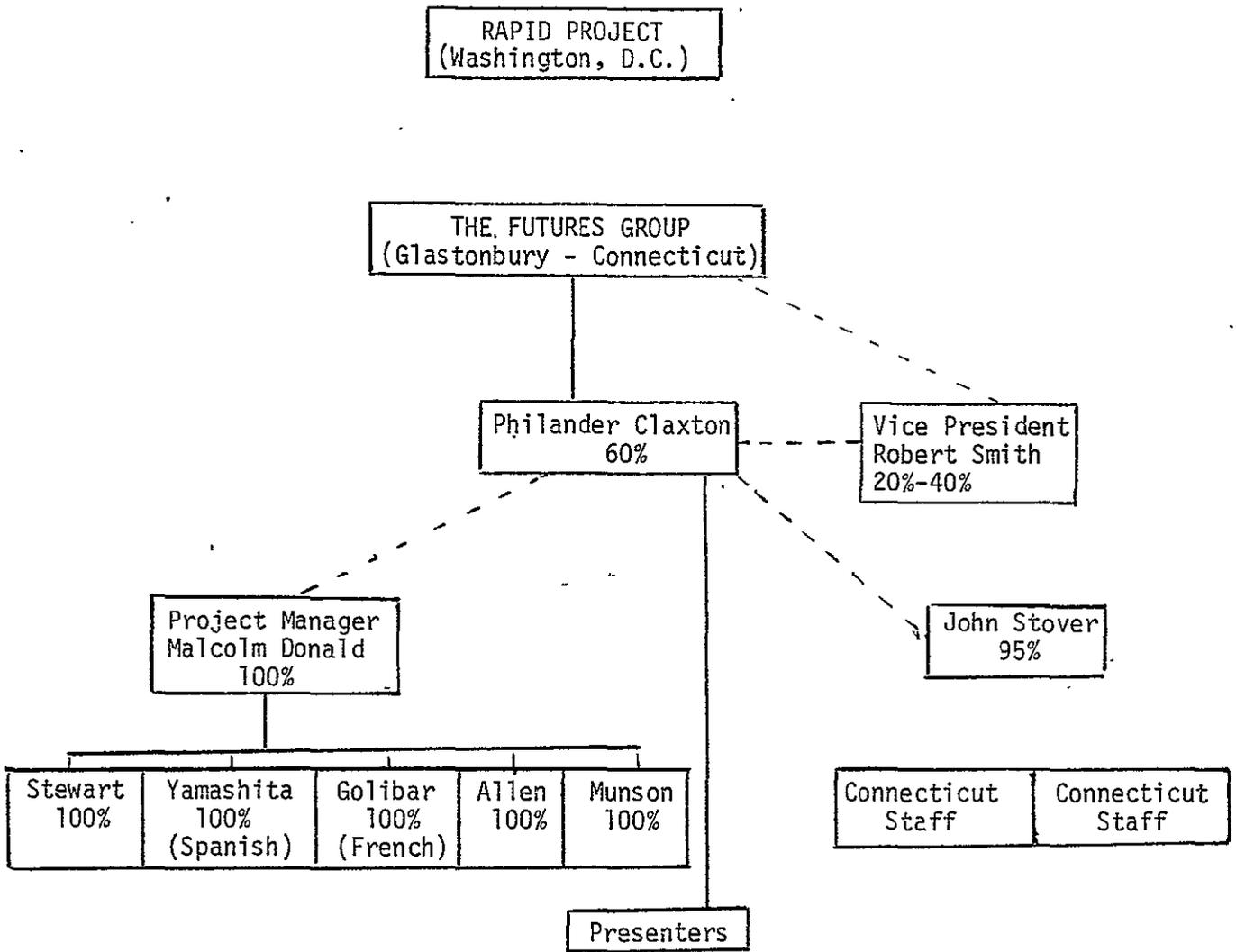
The contract is funded sufficiently to the end of the calendar year. No questions on fiscal management have been raised.

Project management within Futures has been strengthened and six project staff now work full time. On September 17, 1979, a new manager, Malcolm Donald was appointed, and on January 31, 1980, he and five technicians began full-time work on the RAPID project. Sub-contractors were notified of Futures' dissatisfaction and the relationship with Pennsylvania State has been reconsidered. GE-TEMPO has been placed on probationary status; if the current work on Rwanda is not satisfactory, the sub-contractor will be released, the work assumed by direct hire staff. This could be done immediately and would have no negative impact on project implementation; staff from the Futures office in Connecticut could be employed on the project until new staff are recruited.

Staffing Pattern

The staffing pattern is depicted in the accompanying illustration (Exhibit 1).

Exhibit 1
STAFFING PATTERN



The Futures Group can now meet the standards and assume the expected workload of the RAPID project. The agency's competency should be carefully reviewed by the project monitor in the next PER. There is no evidence of poor management, nor is there any need to continue monitoring closely the project for quality control. There will be an increasing management demand on the Policy Division to ensure effective articulation of contractor efforts and the timely conduct of activities in specific LDCs.

Presentation Staff

Project activity is picking up in the first quarter of 1980. Futures is committed to three LDC presentations in February, March, and April. It may be difficult to fulfill this commitment because Mr. Claxton gives only 60 percent of his time to the project. Staff are needed for two ongoing tasks, for presentations in Washington and before international groups, and for training host country nationals to use RAPID. Activities that must be completed by specific dates constrain staff capability. To operate effectively, RAPID requires staff whose personality and demeanor are acceptable to the national leaders and high-level bureaucrats attracted to the program. RAPID presenters must emphasize the uniqueness of the data and the problems of the specific LDC. They must be familiar with the data, with the leaders' names, and with major national concerns. Briefing presenters who need this instruction requires time and talent. It would be difficult to find replacements for Claxton or Stover, who ably manage these tasks; if either decided to leave, the entire plan of operation would suffer.

RAPID presentations are not technical or unscheduled. Often arranged with help from ambassadors, the presentations are made before heads of state at an

official function. They must be conducted with dignity and respect.

Recently, The Futures Group has used outstanding international figures with apparent success. The Futures Group should have access to several high-level people (someone like Philander Claxton) interested in population studies, well versed in RAPID, and willing to accept short presentation assignments in LDCs. Retired ambassadors or other diplomatic service people may be interested and should be contacted.

The clustering of RAPID presentations presents contractors with the difficult task of making follow-ups in many countries simultaneously. While this problem is due partially to initial contract delays, quality (high level) presentations and follow-ups in LDCs should be scheduled only once a month whenever possible. Visits to two additional LDCs might be required each month; these would probably constitute the feasible limit of international travel for a small business. Restrictions on travel and the number of presentations allow follow-up contractors to distribute their staff resources more equitably.

Daily Honorarium

One minor issue on the use of international figures for RAPID presentations has been raised. AID policy now limits the daily consultation fee to \$192.74; this figure must be justified by a record of salary. Most international experts in population and development are wellknown to those who negotiate a RAPID assignment, and high-level technical staff have the unpleasant task of asking a respected (often famous) colleague for salary information. Many of these people now work (or have worked) for U.N. agencies, which pay a flat \$200 daily consulting fee. While there may be sound reasons for requiring evidence of salary for technical services, another method of determining an appropriate

honorarium for internationally recognized experts should be found to avoid embarrassment and accord respect for private matters.

Travel Clearance

The Futures Group frequently submits to AID/W applications for travel approval only a few days before scheduled departure. AID/W either must approve travel post facto or deny approval until the application passes through channels. Management improvements should resolve this problem.

The necessity for frequent travel has raised questions. Desk officers and PDD agree that preliminary data collection and orientation visits to a particular LDC (perhaps a month or two before a presentation) are important. AID is becoming more sensitive to follow-up activities, and now recognizes that follow-up contractors should attend such meetings, and formal presentations as well. The problem is that the original contract does not provide funds for preliminary country visits. Furthermore, it is difficult to obtain travel clearances for preliminary visits when a project is unknown. For this imaginative and important program to succeed, technical staff, presenters and follow-up staff must be allowed to travel to the LDCs before presentations to hold orientations and collect data. Two or three such visits should be required, and the terms of the contract adjusted accordingly.

Host Country Involvement

Regional bureaus encourage the involvement of LDC nationals in RAPID presentations. This enables the country to participate directly, to share responsibility for the program. The national can act as a contact person in the country and incorporate his perception of national concerns in the presentation. Designation of this person is a delicate matter and selection

criteria and guidelines should be prepared by the contractor and PDD.

Program Data

A data book describing pertinent issues is prepared for each RAPID presentation. Information included in the book is obtained during the preliminary visit while working closely with a host country national during the data collection phase. During the presentations, host country officials often raise questions not considered in the handout or suggest other information that might be included. The inclusion of important data generated during the presentation might increase the value and acceptability of the book. If a ring binder is used, two or three extra pages can be inserted in the book before the team leaves the country. The suggestion is worthwhile and if feasible, it should be implemented.

Follow-up Information

During visits and formal presentations, The Futures Group can observe both U.S. and host country personnel and assess their interest and concerns. This information is invaluable to a follow-up team. There is no recognized channel for transmitting this information, although the activity is implicit in the work plan, and the follow-up contractor may ask a staff member to accompany the Futures staff. Information must be documented and follow-up staff briefed on important details. AID/POP/PDD should be cognizant of Futures' perceptions of social and political conditions, support groups, etc. Frequent telephone conversations with PDD and contractors would be useful. PDD should schedule a monthly meeting with RAPID and follow-up staff to discuss in-depth the new information. Follow-up contractors should use the information to modify their operation plans for a specific LDC.

The regional bureaus are sensitive to differing levels of sophistication in various countries. The expertise of regional bureau staff should be used as fully as possible during initial data preparations so that the presentation can be targeted for a specific audience. This is fundamental to communication and education and is a sensitive issue.

Activities Report

The quality of the activities reports submitted by The Futures Group is disappointing. Major issues are not clearly identified; little analytical discussion is attempted; sub-contractor performance is mentioned rarely; there is no budget summary. A more detailed and informative report would enable the project monitor to provide guidance and management on the issues raised without becoming involved in daily operations.

The Current Contract

The current contract with The Futures Group expires on December 31, 1980. The contractor is a small business with a highly specific technical capacity to present a global problem to kings, prime ministers, and other heads of state. These dignitaries' responses to the implications of population dynamics for their countries have been positive and enthusiastic. Recent staff changes and improved management ensure that future presentations, discussions, and actions will be effective and efficient.

AID would not benefit from termination of the contract in December. During this project, staff have acquired experience in collecting, identifying, and collating data in LDCs. They have become familiar with AID procedures and requirements. AID would lose this valuable resource if the contract were terminated. Furthermore, much time has been devoted to developing technical

service contracts for computer supply, graphics, and translation services, all of which involve complex problems. A close liaison with major international agencies, particularly the World Bank and UNFPA has been established, a unique accomplishment of a small business, and essential to program implementation. The trust and cooperation of outstanding personalities in the development and population fields have been gained; these individuals have helped ensure RAPID's success, and are invaluable resources. Futures staff are now building on the increasing interest in RAPID; AID's intention in providing small business "set asides" to encourage competency would only be frustrated if the business were dropped as soon as competency was achieved. Furthermore, the activities of follow-up contractors would be adversely affected if a new but unestablished RAPID contractor were hired. The loss in time and money already expended could not be justified.

More important than AID's loss of an effective contractor would be the interruption (for a year or more) in services for LDCs. The favorable response to RAPID and the current momentum should not be sacrificed; RAPID's positive effect on politics and international relations should not be dismissed lightly.

The RAPID contract should be extended for another two years, and the situation reviewed again in 1982 to determine further demand for the program.

RAPID Budget

If PDD schedules at least one major RAPID presentation each month, and if the cost of each presentation varies from \$50,000 to \$60,000, between \$1 million and \$1.5 million (approximately \$100,00 for each year) would be required to cover the recommended contract extension of 24 months. Because the contractor must respond rapidly to unanticipated opportunities, complete line-item flexibility should be maintained.

IV. PROJECT DESIGN

IV. PROJECT DESIGN

This project involves defined and undefined activities. Among the explicit activities described in the work plan are issues papers and seminars. Other activities are implied in the objectives. The first objective is to develop, install, and place in operation for use by agency personnel an interactive computer system capable of storing and retrieving existing demographic and socioeconomic data on a minimum of 80 developing countries. The program should have the capability to project development requirements for health, education, nutrition, manpower, housing, and family planning programs. The second objective is to help the agency use the system. This will require disseminating information to and educating LDC policymakers and U.S. technical and program management personnel involved in development planning, and promoting the awareness and understanding of relationships between population growth and socioeconomic development.

The objectives provide for RAPID's linkage to the older, less flexible computer assisted instruction system known as PLATO; though designed for similar purposes, PLATO is neither as portable nor as dramatic as the new system and it is primarily used by graduate students. The new system has attracted the attention of heads of state and can be demonstrated in their own council chambers. However dramatic and impressive this computer tool may be, it cannot be used in a vacuum. This impact on national leaders will be negligible if national population and development programs are not created, the quality of life improved, and political and economic freedom gained.

Successful implementation of this project assumes:

- initial interest in, or plans for, development by the LDC;

- a recognized population growth rate above replacement level;
- the absence of policy or ineffective policy on population growth, or the absence of a sophisticated analysis of projected population growth and development; and,
- the need for a follow-up to RAPID to ensure policy formation and program development.

Success is further predicated on the desirability of bilateral/multilateral technical and program assistance to LDCs that recognize demographic variables in development plans.

Basic Organizational Support

Further contractual assistance could be supported by USAID and U.N. agencies. The importance of decision-making groups in AID/W, the State Department, and Congress has been recognized. Greater use of RAPID might enhance awareness not only of the seriousness of population growth in relation to resources and services, but also of the tool and its potential for graphic and interactive display of other factors in a nation's socioeconomic development.

The installation and institutionalization of the system in major Federal offices concerned with development planning is feasible now that The Futures Group has developed programs and prepared analyses for several countries. It will be more difficult to bring RAPID to the attention of the Congress and U.N. agencies. National and international decision makers should be made more sensitive to the overt threat of population growth to economic development and the quality of life in the developing world. The RAPID presentation of The Futures Group may be the most acceptable, non-prescriptive, heuristic tool for this purpose.

Training Films

The use of training films raises many questions. Most training films serve a limited purpose; some are useful, others are not. Generally, the most useful training films are single-concept films on a technical subject (e.g., use of a laparoscope operation of a radar unit).

RAPID has been brought to the attention of AID staff and international visitors through a three-part video tape prepared by the Training Office with the cooperation of The Futures Group. Although a video tape presentation on the population problem may convey information of interest to the viewer, the medium is limited by the undirected flow of information. Little is demanded from the viewer of a film. Depending on the film's quality and the viewer's orientation, some information may be transmitted, but it will not be retained and applied unless directly related to the viewer's experience. The usefulness of the tape can be determined by observing the audience's reactions.

Interactive video on an interactive computer is a dynamic medium, relying on the actions and reactions of the audience or operator to move to the next stage. The interactive mode is intrinsically satisfying to the viewer, and can effect a change in attitude more easily than a static medium. Learning takes place most often in the company of peers or other respected persons. The opportunity for discussion, for interaction with others during and after a RAPID presentation is essential to the experience and probably accounts for any subsequent change in values or behavior.

The Futures Group has shown 20 RAPID presentations to more than 500 people (an average of 25 people per presentation). Despite the lack of data on optimum group size for interactive computers, a study of small group and social interaction theory reveals that each group should include no fewer than

15 persons. If more than 15 persons are present, the interactive dynamic (personal involvement) is depressed. The size of the television monitor also limits the size of the viewing group.

The use of film may be justified where the interactive mode is impractical. For example, Egypt requested that a videotape be made of Ambassador Marshall Green's RAPID presentation. The objective was to construct from this a television series introduced by or featuring prominent or popular Egyptians. Several other countries may make a similar request. With the technical support of a co-presenter, a host country could make a videotape for television to provide RAPID nationally. Widespread application of RAPID will depend on the country's implicit commitment to its concepts.

Program Substitutes

Some LDCs and missions may want to substitute RAPID for continued population control programs. The RAPID presentation describes a massive problem whose solution depends on extensive changes in social and religious values. A serious national effort and much time are needed to effect long-term changes. RAPID is no substitute for the required effort. It is a tool for planners, useful in considering all factors in the population/development equation.

Data Requirements

USAID has supported contracts awarded to groups such as the Population Council of New York, Battelle Memorial Institute, and major universities developing population and fertility data on LDCs or establishing the foundations for a population policy. In some countries additional support for such efforts may be needed to obtain the information so dramatically illustrated in RAPID presentations.

Related Contracts

A. Battelle Memorial Institute

Battelle Memorial Institute now holds an AID contract (Project 932-0635) designed to stimulate population policy development in LDCs by supporting a large number of activities (e.g., social science research, seminars, and newsletters). The objectives are:

- to help selected LDCs evaluate the impact of population dynamics on their own development;
- to design, implement, or improve population policies that will contribute to LDC development goals; and,
- to identify and examine in nine LDCs:
 - those researchable policy and social barriers that restrict the availability of contraception for family planning, both non-medical and surgical; and,
 - those factors that may impinge, for example, on the status of women, age at marriage, and first conception, and other determinants of fertility influenced by LDC government action.

As of November 1979, Battelle had contacted, and prepared sub-contracts for research and related activities in, the following countries:

<u>Area</u>	<u>Country</u>	<u>Number of Research Sub-contracts (in \$000)</u>
Latin America	Peru	133
	Ecuador	11
	Columbia	28
	Brazil	-
	Mexico	-
	Honduras	10
	Guatemala	76
	El Salvador	54
	Costa Rica	-
	Haiti	67
Dominican Republic	-	

<u>Area</u>	<u>Country</u>	<u>Number of Research Sub-contracts (in \$000)</u>
Asia	Nepal	-
	Pakistan	-
	Singapore	-
Near East	Egypt	-
	Jordan	-
	Tunisia	-
Africa	Nigeria	-

The Battelle Institute employs highly competent professionals and is one of the leaders in population research. To date, most contract activity has occurred in Latin America, but Battelle recently recruited an expert on Africa for the position of deputy director. The institute is sensitive to AID's concern for Africa and to RAPID activities in that region. Battelle staff's contacts and activities in most of the LDCs that admit American technical personnel are extensive. The organization routinely shares its trip reports with The Futures Group, RTI, UNFPA, and the Population Council.

An outside evaluation panel made an extensive evaluation of the Battelle contract in 1979. The contract, funded on June 2, 1977, will terminate January 2, 1981. The technical competency of the Battelle staff is undisputed, and will be required to support activities in areas in which they already have demonstrated their competency. It is assumed they will respond to relevant RFPs, and provide additional contractual support.

Research Triangle Institute

The incorporation of demographic projections into national plans and socioeconomic analyses attests to RAPID's strength and effectiveness. These plans and analyses must be institutionalized into the annual plans and budgets of ministries and directorates to have an impact on national development.

The complex translation of a national development effort into individual staff functions in ministries will require the sensitive but able assistance of an outside agency.

AID negotiated a five-year contract with the Research Triangle Institute (RTI) (Project 932-0655) on September 30, 1979, to meet this need. The focus and objectives have been defined and require an approach different from that at Battelle. The contract focuses on "imparting techniques of planning and analysis." The objective is "to direct activity toward helping economic development planners in LDCs take account of demographic variables to plan for and encourage demographic change." RTI has recruited staff, including a full-time project director, who will join the organization. Trips to several LDCs have been made.

C. National Academy of Sciences

The National Academy of Sciences also holds a contract (Project 932-0643) to research topics of interest to host country leaders; studies of the determinants of fertility change are emphasized. (The project had no bearing on the consultation and no data were reviewed.)

Summary of Purposes and Activities

Exhibits 2 and 3 summarize the purposes and objectives of each project.

EXHIBIT 2

SUMMARY OF ACTIVITIES AND PURPOSES
OF MAJOR POPULATION POLICY DEVELOPMENT PROJECTS RELATED TO RAPID

<u>Contractor</u>	<u>Activity</u>	<u>Purpose</u>	<u>Major Area of Influence</u>
<p>THE FUTURES GROUP</p> <p>Name: RAPID Project (932-0637)</p> <p>Date: 9/30/77 to 12/31/80</p>	<ol style="list-style-type: none"> 1. Country Issues Papers 2. Awareness-promoting Seminars 3. Consultation and Coordination with AID/W Missions and LDC Officials 4. Purchase, and Installation of Interactive Computer System 	<ol style="list-style-type: none"> 1. Use of coordinated Planning Techniques in LDCs to Examine Population Impact of National Development <p>B -1 of Log Frame: "To promote an initial awareness and common understanding of the elementary relationships between population growth and socio-economic development among key LDC policy makers and U.S. technical/ program management officials."</p>	<p>Africa and Near East</p>
<p>BATTELLE MEMORIAL INSTITUTE</p> <p>Name: Population Policy Analysis Project (932-0635)</p> <p>Date: 6/2/77 to 1/2/81</p>	<p>Sub-projects:</p> <ol style="list-style-type: none"> 1. Host Country Contracts for Social Service Research on Determinants of Fertility Change 2. Seminars 3. Newsletters 	<ol style="list-style-type: none"> 1. Stimulate Population Policy Development 2. Design, Implement, or Improve Population Policies 3. Identify and Examine Policy and Social Barriers 	<p>Nine Countries (intense activities primarily in Latin America)</p>

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EXHIBIT 2, Cont.

<u>Contractor</u>	<u>Activity</u>	<u>Purpose</u>	<u>Major Area Of Influence</u>
NATIONAL ACADEMY OF SCIENCES Name: Determinants of Fertility Change (932-0643) Date:	1. Research Topics of Interest to Host Country Leaders (emphasis on determinants of fertility) 2. Develop Research Agenda 3. Examine Parameters and Determinants of Fertility	1. Legitimize Population Policy 2. Provide Needed Scientific Information on which Fertility Programs may be Based	Worldwide
36 RESEARCH TRIANGLE INSTITUTE Name: Population/ Development Planning Project (932-0655) Date: 9/28/79 to 9/27/84	1. Studies, Seminars 2. Technical Assistance a. Economic-demographic models and Analysis b. Planning and Analysis processes 3. Training a. On-the-job b. Long-term	1. Create Generation of Development Planners who consider Demographic Variables (P. 4, of P.P.) 2. Create Corps of Specialists in Long-Term Development Planning (P. 11, of P.P.)	60% of level of efforts to go to Africa

Contractor Articulation

On January 24, 1980, The Futures Group sent a letter to Battelle (see Appendix B) affirming the need for closer liaison and greater cooperation. The letter, which addressed the importance of follow-up activities, invited a Battelle staff member to accompany Futures Group staff on their initial visit and to observe the formal RAPID presentation for a particular LDC. The letter defined some of the details of the intercontractual relationship and provided guidelines on articulated activity.

Two concerns should be noted here. Major contractors concerned with population policy development may consider themselves competitors; areas of responsibility must be defined to clarify contractors' roles. Two contractors may collaborate to the detriment of a third. Project monitors and division and office personnel are needed to manage activities. Achievement of the program goal requires several contractors with overlapping functions and total management control by PDD. At a February 6 meeting, PDD staff and RAPID contractors discussed several related issues and expressed a willingness to cooperate fully. This should facilitate the achievement of project goals.

A. Possible Contractor Overlap

All available contractors should participate in follow-up activities. In a country where two or more contractors may be active, contractor functions may not be clearly understood by host country nationals or to embassy and mission staff. Contractors must clearly understand the extent of their responsibilities, and how to conduct overlapping activities in an LDC. Mission staff must be briefed on the contractors' responsibilities.

The issue of follow-up and overlap is further complicated by the sub-contract RTI negotiated with The Futures Group. An interest stimulated by the RAPID presentation (Futures Group) may be sustained and developed with RTI's help.

B. Probable Expansion of Follow-up Contractors

RAPID continues to stimulate interest in policy and program development in many countries, and follow-up activities must be expended to respond to this interest. Current contractors may not have the capabilities required to provide the full range of requested services. POP/PDD should consider potential demand for follow-up services in each region and prepare to meet the demand by activity within AID's policy and budget parameters. Demand for program support may increase. This may be of greater concern to the AID mission, and may include technical support as part of the mission package.

V. FUTURE DEMAND FOR RAPID

V. FUTURE DEMAND FOR RAPID

Three factors will affect future demand for RAPID: LDC acceptance, current demand, and promotion by government officials. Acceptance of this new technological tool by LDCs is important. The indications are that LDCs now using RAPID will discuss and promote the program at meetings with other national leaders. RAPID might be brought to the attention of appropriate LDCs during visits from AID/State officials and international agency staff who can show evidence of increasing demand and demonstrate RAPID's advantages. The expanded use of RAPID by government and international agency staff would promote the program. Ambassadors and AID missions, particularly mission directors, could promote RAPID's value as a tool to support development programs and population policy. Evidence of RAPID's strong support of these activities would be beneficial. The support of related contractors should interest mission directors, and any positive follow-up to RAPID should be documented and circulated among contractors for discussion.

RAPID is popular, a dramatic public relations tool serving more than a technical purpose. Fourteen countries are now targeted for a RAPID presentation. Two are Asian and four Latin American. It is reasonable to expect that the target list will expand eventually to include the original 35 countries.

The regional differences in Brazil, Nigeria, India, and Indonesia, are so great that RAPID should be modified to address particular concerns and problems in the major states or regions of the country. In one country alone, as many as 12 or 14 presentations may be necessary to make RAPID effective.

The Futures Group is now required to prepare and present data on regions and sub-regions as required. This is desirable, but the actual constituency -- "public-to-be-convinced" -- must be identified before regional assessment begins.

Country Selection

Battelle has been active in Latin America for the last three years. Other countries there and in the Near East, Africa, and Asia have scheduled or will view RAPID presentations. The list includes:

<u>Area</u>	<u>Country</u>	<u>Presentation Date</u>
Near East	Jordan	December 1979
	Turkey	January 8, 1980
	Egypt	January 20, 1980
	Morocco	Planned for February 1980
Africa	Sudan	Uncertain
	Cameroon	November 1979
	Senegal	January 28, 1979
	Tanzania	Planned for February 28, 1980
	Ghana	Planned for May 1980
	Liberia	April 21, 1980
	Kenya	Uncertain
	Nigeria	Uncertain
Rwanda	Uncertain	
Asia	Sri Lanka	Planned for Uncertain
	Nepal	Planned for Uncertain
Latin America	Honduras	Planned for February 18, 1980
	Costa Rica	May 1980
	Panama	Planned for April 21, 1980
	Bolivia	Uncertain

Only one country, Honduras, has negotiated a research sub-contract with Battelle and firmly scheduled a RAPID presentation. Efforts to determine the needs of African countries by priority have begun. The criteria used to select countries for RAPID presentations are:

- assessed willingness of host government;
- size of country;
- resources gap; and,
- interest and capacity of mission.

African countries have been given priority for population policy development.

The first eleven countries, in order of priority, are:

1. Kenya
2. Ghana
3. Tanzania
4. Botswana
5. Rwanda
6. Sudan
7. Senegal
8. Togo
9. Zaire
10. Liberia
11. Cameroon (and Nigeria)

Given RAPID's potential impact on development plans, these priorities should be met using the RAPID presentation whenever feasible. AID mission priorities must be compatible with the priorities of PDD staff and the Office of Population. Because of the dynamics of political and programmatic shifts in LDCs, of staff changes in AID missions, and of the U.N. staff and contractor influence on the perceived importance of population growth, regular personal visits by PDD staff should be made to all countries in a particular region. During such visits, staff can observe and assess conditions in each country and organize the contractors' activities so that they respond sensitively to the current situations.

Mission Presence

Population policy and program development is central to economic and political development and an immediate concern of the political and economic officers in an embassy. It is not only appropriate to involve these officers in any related effort in any LDC, but essential in those LDCs where an AID mission is lacking or constrained.

When providing assistance in policy formation, especially in the sensitive

area of population growth, broad international relations issues must be considered. These include:

- sovereign rights of nations;
- quality of life of all citizens;
- environmental quality and ecological balance;
- economic investment and industrialization;
- urban growth; and,
- military preparation and perceived defense capacity.

RAPID negotiators and presenters should have access to the most sensitive and informed counsel embassies and AID missions can offer. The RAPID contract differs from other technical service contracts because it seeks to influence national policies in a sensitive area. To be effective, RAPID staff and contractors must be briefed on conditions in each country and be sensitive to certain political, cultural, and economic situations.

RAPID presentations in countries where there is little or no mission presence pose a different set of problems and require closer liaison with embassy, U.N. and host country officials. Guidelines on desired activity and relationships should be prepared for these countries.

Identification of Response to Interest

Interest in population policy or the impact of population growth may be encouraged in international meetings of heads of state; it may be influenced by the policies of technocrats; it may receive national attention following a political or social event affecting a demographic condition (e.g., migration, etc.). There is no way of predicting national leaders' interest in the

subject, of knowing when it will emerge and how long it will last.

RAPID should capitalize on strong national interest in population policy and economic development. Use of a "circuit rider," whose function would be to monitor LDC interest in the population problem and what stimulates that interest, is desirable. Conceivably, one staff member could assume responsibility for as many as 20 countries in one region or area and after acquiring a sufficient knowledge of the region and its function, identify national leaders' interests and concerns.

The capacity to identify an interest and make an appropriate rapid response is implicit in the language of the RAPID contract and should be developed fully. Information is needed to make an informed response. Given a detailed analysis of country-specific data and access to a fairly complete data bank for all potential recipients, an interest or concern can be identified and an immediate response guaranteed.

Appendix A

LIST OF PERSONS INTERVIEWED OR CONTACTED

Appendix A

LIST OF PERSONS INTERVIEWED OR CONTACTED

Bureau for Development Support

Robert Meehan, DS/PO
Elizabeth Carter, AA/DS/SA

AID Office of Population

Joseph Speidel, Acting Director
Patricia Baldi, Acting Deputy Director
Sarah Clark, PDD
John Burdick, PDD
Hal Pedersen, FPSD
Robert Halladay, FPSD
William Blair, OPS
Carol Tyson, OIS
William Johnson, OIS
James Brackett, DEMO
Louise Williams, DEMO
Carl Hemmer, POP/UNFPA Liaison
R. T. Revenholt, POP/Training

Latin American Bureau

Al Bernal
Robert Corno

Near East Bureau

Lenni Kangas, Technical Assistance
David Piet, Technical Assistance

Asia Bureau

Michael Jordan

Contracts Office

Gerald Gold, Contracts Office
John O'Collor, Contracts Office

State Department

Ambassador Richard Benedick, OES/CP
Edward (Ted) Nelson, OES/CP

(Cont.)

The Futures Group

Robert Smith, Vice President
Philander Claxton, Principal Investigator
Thomas Goliber, Technical Staff
Malcolm Donald, Project Manager

Battelle Memorial Institute

William McGreevey, Program Director
Leonard H. Robinson, Deputy Program Director

Research Triangle Institute

Abraham David, Principal Investigator, IPDP

At Large

Ambassador Marshall Green
Emiline Ott, OTA, Previous Project Monitor

Appendix B
CORRESPONDENCE



DEPARTMENT OF STATE

Washington D C 20520

BUREAU OF OCEANS AND INTERNATIONAL
ENVIRONMENTAL AND SCIENTIFIC AFFAIRS

May 24, 1979

TO : AA/DS - Mr. Sander M. Levin
FROM : LOES/CP - Richard E. Benedick *REB*
SUBJECT: RAPID Project

As you know, I have been increasingly impressed with the effectiveness of the RAPID Project as a means of gaining the attention of opinion leaders and decision-makers concerning the implications and dangers of population trends. I am sending you this just to put on record the Department's strong interest and support for this Project, and our belief that we should consider ways of using this form of presentation in furtherance of U.S. international population policies.

Tom Pickering viewed the presentation on Jordan, where he had recently served as Ambassador, and he was very impressed at the vivid and dynamic portrayal of how population growth can affect specific economic and social development objectives. I believe that the forthcoming presentations in Turkey, Egypt, and Morocco could be especially significant in their potential for influencing change in countries which traditionally have had conservative attitudes toward population programs. Central America and the Caribbean, especially those smaller countries with high emigration rates, represent another potentially fruitful area.

Given these circumstances, we would endorse a reasonable expansion of financial and staff resources to make full use of this flexible and innovative instrument.

cc:

DS/POP - Dr. Ravenholt
Dr. Speidel

bcc:

DR/POP - Ms. Emiline Ott
WPS - Mr. Philander Claxton

THE FUTURES GROUP

1529 18th Street NW, Washington, DC 20036 (202) 347-8165

Robert H. Smith, Ph D.
Vice President

January 24, 1980

Mr. Leonard H. Robinson, Jr.
Deputy Director
Population and Development Policy Program
Battelle Human Affairs Research Centers
Washington Operations
2030 M Street, N.W.
Washington, D.C. 20036

Dear Lenny:

I thoroughly enjoyed our discussion on how the PDP and RAPID projects could work together in a more formal relationship to strengthen our joint capabilities. As we discussed, there is a definite need for more active follow-up to our RAPID presentations to ensure that the information is properly used and that any momentum built up be further stimulated by specific policy studies done in-country.

Toward the end of improving our assistance capabilities, I would propose the following relationship: In those countries where PDP has particular strengths, either through personnel contacts and/or professional linkages, that a member of your staff accompany a Futures Group staff member on the initial visit to the country. This initial visit would be to assess the interest on the part of the AID Mission to assist us in setting up a jointly sponsored "workshop/round table discussion" among policy makers and planners which would follow the formal RAPID presentation and would key off of it. This one-half to three-quarter day discussion would have a number of direct benefits. First, it would bring together policy makers and economic planners and begin a dialogue on the relationship of population and development. Second, it would assist the local AID Mission in furthering host country government discussion on the effects of rapid population growth. Third, it would provide a forum for determining which policy areas are of most concern and interest to the host country, thereby allowing PDP to target specific policy relevant issues. Fourth, it would "flush out" areas where additional technical assistance in the area of population and development is most needed.

Mr. Leonard H. Robinsin, Jr.

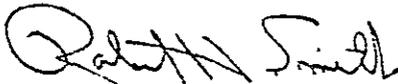
-2-

At the formal RAPID presentation and round table discussion, I would suggest that either you personally, or another senior staff member, be present who is conversant in the appropriate language. Since both Liberia and Rwanda are coming up within the next two months, let me encourage you to start planning for these trips. Also, as we discussed, if we can work something out in Tanzania, this would be most exciting. Let me also encourage you to look at countries in Latin America where RAPID/PDP collaboration would be most appropriate.

As you know, we also have a contractual relationship with RTI on their project and a number of countries in Africa are also on their list of target countries. However, I believe that duplication of effort can easily be avoided by simply recognizing that both Battelle and RTI have established on-going relationships in various countries and that either organization's involvement with RAPID take into account each group's areas of expertise.

I shall look forward to a close collaboratory relationship with PDP as I am convinced that together we can make a significant contribution to the issues of population growth in many countries

Sincerely yours,



Robert H. Smith

RHS/bb

cc: S. Clark

Appendix C
DOCUMENTS REVIEWED

Appendix C

DOCUMENTS REVIEWED

1. Scope of Work.
2. Project Paper Number 932-0637, "RAPID."
3. Project Paper Number 932-0635, "Population Policy Analysis."
4. Project Paper Number 932-0655, "Population Development Planning."
5. R.F.P., AID/pha, Number 50086.
6. Contract with The Futures Group (plus two amendments).
7. Future's Group Activity Report, October 1, 1977 - July 31, 1978.
8. Future's Group Activity Report, August 1, 1978 - July 31, 1979.
9. Contractor P.E.R., October 1, 1977 - October 1, 1978.
10. Contractor Evaluation, June 1979 (with amendments).
11. Memorandum Ott to Gold, June 1978 (non-competitive procurement).
12. P.A.F., I.
13. Status Report on RAPID, by Ott, November 1979.
14. RAPID Country Presentation Schedule, 1980.
15. RAPID Demonstration Paper, "Effects of Population and Development Objectives."
16. RAPID Papers on Cameroon, Honduras, Jordan, and Morocco.
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