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EVALUATION
OF
TOWN AFFILIATION
ASSOCIATION
IDG*

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*Sister Cities International/
Technical Assistance Program
Institutional Development Grant
(AID/SOD/PDC/G-0280)

ACKNOWLEDGEMENTS

This report would not have been possible without the cooperation of the staff of Sister Cities International/ Technical Assistance Program. The evaluation required and received days of input from TAP in the form of meetings, memoranda, letters to prospective interviewees, etc. Moreover, the draft report was reviewed and commented on by TAP.* We hope the findings presented, whether critical or complimentary, prove a satisfactory return on their investment.

And to the nearly one-hundred people abroad and State-side who gave us their time and insights so that we could better assess TAP, we extend our sincerest appreciation as well.

*TAP's written comments will be found in the Addendum. Several minor changes as between the draft and this version reflect nuances and facts in oral remarks from TAP.

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	i
EXECUTIVE SUMMARY AND RECOMMENDATIONS	1
PROGRESS ON GRANT OBJECTIVES	7
THE SISTER CITIES APPROACH	25
THE IMPACT OF TAP.	43
METHODOLOGY.	74
FOOTNOTES.	79
APPENDIX	
ADDENDUM	

EXECUTIVE SUMMARY AND RECOMMENDATIONS

The Statment of Work for this report reads . . .

In broad terms, the proposed evaluation should analyze:

- The Sister Cities approach to development assistance, and the current as well as potential development impact it has on the target population.
- Assessment of progress made against progress planned on the "Specific Objectives" listed in . . . the Grant.

METHODS

In doing these analyses, we have used interviews of beneficiaries, providers, and others, abroad and in the United States; gadfly-style question-and-answer sessions with the managers and professionals at Sister Cities International (SCI)/Technical Assistance Program (TAP); file research at TAP and in the field; and have asked TAP to prepare written self-examinations on various issues. Moreover, we have consistently kept in mind that TAP's current operations are under a grant concerned with its "institutional development" and that TAP and the Agency for International Development will be discussing a new relationship in the near future.

STRATEGIC OUTLOOK

Consequently, we have maintained a strategic perspective throughout our review of TAP's work:¹

Strategy is the framework which guides those choices that determine the nature and direction of an organization. Those choices relate to the scope of an organization's services, markets, key capabilities, growth . . . and allocation of resources. Top managers use the word strategy to mean the nature and direction of the organization, its basic purpose. This is how we use the term.

We have viewed TAP from this vantage point because it best permits AID to see what it is "buying" when granting funds, while at the same time helping TAP sharpen an understanding of what it is "selling."

PROGRESS ON GRANT OBJECTIVES

The presentation of our findings begins with an estimate by TAP itself of the progress which has been made toward reaching the "specific objectives" of the IDG. In a nutshell, TAP shows that it is making progress on all fronts--and provides the reasons when it is behind the original schedule, for example, with respect to numbers of grants and of On-the-Job Training Projects (OTJTPs).

Our review leads us to the conclusion that both AID and TAP would benefit from a re-examination of the so-called specific objectives. We believe (1) there are too many of them, (2) they are not specific, but rather the general ideas which precede specificity, and (3) they sometimes confuse means with ends. The chapter on "Progress . . ." includes material which may be helpful in dealing with these issues. That material, combined with TAP's two-and-a-half years of experience under the IDG, should make the task quite manageable.

THE SISTER CITIES APPROACH

The next chapter looks at the business and mission of TAP, sorting its activities into several categories which may prove useful. In essence, we note that given "change is the only

constant" for individuals and institutions, it would be timely to reconsider whether TAP is in the business of development assistance, cultural exchange, development education, a hybrid of these, etc. At the very least, such deliberation would facilitate the negotiation of a new AID/TAP association.

Turning to mission, we look at the who, what, and how of TAP's grants. We note (as TAP has) that most of its beneficiaries are "professionals and paraprofessionals" who are expected to "use their new skills to help the disadvantaged." And we report that the needs TAP seeks to satisfy (i.e., the "what") are largely generated in health-related areas.

As to techniques used to provide satisfaction (the "how" of mission), two levels are considered. The first is that of TAP's interaction with the Sister Cities. Here we correct a misimpression as to TAP's approach; namely, that its projects are always the result of joint planning between Sister City committees in American and Third World cities. Such committees do not necessarily exist in the latter.

Regarding the techniques used within projects, two are observed, as expected: technicians sent abroad and OTJTPs, or the bringing of Third World professionals, etc. to the U.S. for training. With respect to the former, we join in praising the qualifications of TAP's technicians² and wonder with TAP about the validity of defining them as "short-term volunteer consultants." As to their effectiveness, we suggest that the success of projects is an appropriate measure for this factor.

With respect to OTJTPs, we provide TAP's explanation of the shortfall and raise the question of whether such projects are an area where means are confused with ends.

As to benefactors, another aspect of "who" and a final component of mission, we sketch TAP's fundraising program, questioning whether the grantee has sufficiently defined its competitive edge, the key to long-term success.

THE IMPACT OF TAP

In examining impact, we first present a relevant portion of TAP's response to our request for "project analyses." Averaging the thirty ratings provided, i.e., one for each grant, we find that TAP grades itself 70% in "Attainment of Project Goals."

We then present two "trip reports" which come closer to assessing impact. In the Jamaica health workshop, we find a project widely praised, affecting the workstyles of graduates, and likely to be replicated on a national scale with USAID support. On the other hand, the communications workshops raise questions about whether "the poor majority" is being served and who should initiate (more accurately, plan) projects.

In Kenya, the manpower training project is not out of the planning phase yet. Here one question is whether money or expertise has been the constraint; a fuller scan of the environment prior to the TAP input might have revealed adequate local expertise.

Like Jamaica's, the Kenya health workshop was considered excellent. And TAP's environmental engineering grant showed

the greatest potential for success, with improvements already underway.

Regarding the last project mentioned, the keys to its success may have been:

- o The TAP technician established clear consensus among the principals as to the objectives of his consultancy prior to beginning his work.
- o His area of expertise was unique in relation to local capabilities.
- o His reports were professionally done. And
- o He presented his findings orally to those individuals who had the power to take action.

These may well be valuable guides for all projects to be supported by TAP.

The burn care/reconstructive surgery undertaking in Lesotho directly benefited a minimum of one-thousand patients, as well as passing on substantial knowledge to medical personnel. Unfortunately, the primary recipient of training, including OTJTP, has left for another country in Africa where, it is to be hoped, she will be able to apply the fruits of her learning.

GOOD WILL

Though intangible, good will is quite real, as every business person, for example, knows. Without doubt, good will is one impact of Sister Cities. In Jamaica, a USAID official specifically spoke of this product, remarking that at least a half-dozen Jamaican cities had told him of their interest in joining the program. In Kenya, interviewees who were directly involved in Sister Cities were very proud of the Kisumu/Roanoke connection, expressing appreciation of

the honest interest of Americans in their city's progress. The enthusiasm of Stateside respondents and the apparent input of substantial non-AID funds also attest to this impact.

RECOMMENDATIONS

As we write these words, approximately ten months remain in the extended IDG. Given the findings of this evaluation, what would be the best uses of this period, in addition to routine operations? Recognizing the potential of TAP, particularly as a mechanism for involving the U.S. private sector in development, the insitutional-development aspect of the IDG, and the coming discussions of a future AID/TAP relationship, we believe the completion of the following tasks would best answer this question:

- o Based on thirty-two months of operation and experience within the current grant, there should be a full reconsideration of the business and mission of TAP.
 - o The competitive edge of TAP should be articulated clearly and made a driving force in its fundraising campaign.
 - o "Specific Objectives" should be turned into a limited number of specific objectives.
 - o The minimum facts necessary for effective management of projects, and a more comprehensive system for their collection, should be established.
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- o Involving AID, a major stakeholder, TAP should prepare a written strategic plan to be used as the foundation of the next AID/TAP association.

PROGRESS ON GRANT OBJECTIVES

The IDG sets forth a score of goals to be attained during the three years of the grant. We asked TAP for their "assessment of the progress made against progress planned on the 'Specific Objectives' listed in . . . the Grant."¹ Indicative of its managers' cooperativeness, TAP replied more extensively than expected and provided a solid basis for understanding and commenting on the organization's efforts.

Beginning on the next page are TAP's answers (slightly edited for brevity) to these Druben & Ricci questions . . . ²

- o In verifiable terms, what was intended by the objectives?
- o Has this objective been pursued?
- o What was done (including any modification of aims)?
How? By whom? Etc.
- o Was the original aim reasonable?

Our comments appear after TAP's responses.

- 0 Objective. To increase the social and economic well-being of the urban poor majority in developing countries through development programs utilizing the Sister Cities mechanism.

The intention of this objective is that TAP support development assistance projects aimed at benefiting poor people living in Third World Sister Cities. The Sister Cities mechanism mandates that these projects be designed and implemented jointly by Sister City Committees in the U.S. and in developing countries.

In meeting this objective, TAP is to provide 55 grants during the three-year life of the IDG in support of these joint projects.

This has been, and continues to be, the major thrust of TAP activities. (Underlining added.)

In general, TAP feels the original aim of this objective was reasonable. There are two issues, however, that we want to call to Druben & Ricci's attention.

1. Timing of Grant Awards:

The appropriateness of the timetable specified in the Grant Document . . . has been discussed frequently with AID. TAP has found that AID shares TAP's view that the important issue is the quality and usefulness of TAP-sponsored projects, not the number and type of grants awarded each year.

2. Evaluability of impact of TAP activities:

How to quantify the impact of TAP programs on the "social and economic well-being of the urban poor majority" is a continuing dilemma for TAP staff. While we are convinced that our projects are making modest improvements in the living conditions of poor people, an objective analysis of these benefits is impossible. There are two major reasons for this:

- a) Collaborating cities jointly determine the need for TAP projects. They do so without comprehensive baseline data. In the absence of baseline data, and without the resources to collect it, we are uncertain about how to analyze objectively the benefits derived from TAP projects. Further, we believe that the collection of baseline data would not be appropriate for TAP, given the modest

scope of our projects, the size of our budget and the volunteer nature of participating cities' involvement. Despite these limitations, we believe that TAP projects (1) have a genuine impact on the social and economic well-being of the urban poor majority and (2) are perceived to have this impact by officials in cities in the developing world.

- b) By design, most TAP projects are part of an on-going effort being made by a Third World sister city to help its own disadvantaged residents. Because we are involved in ongoing efforts, it is very difficult for TAP to measure the incremental impact of the work performed by TAP technicians.

TAP projects receive inputs from TAP technicians, from TAP staff, and from host-city technicians and institutions. TAP inputs are of short duration, occurring at various points during the life of a project. TAP inputs do not usually involve project financing or staffing. While we believe TAP inputs are important, and, at times, critical to the overall success of a particular program, we recognize that TAP inputs do not imply project ownership and that they mean little without a commitment to a project by a host-city sponsor.

Therefore, evaluating only TAP participation, and leaving aside the broader context in which it occurs, does not provide a true picture of TAP's impact on the social and economic well-being of the urban poor majority.

The kind of collaborative relationship being described above is consistent with the spirit and philosophy of the overall Sister City program. In addition, we believe our approach is consistent with AID's long-standing support of self-help programming, as well as with AID Administrator McPherson's preference for programming that focuses on technology transfer as opposed to resource transfer. Parenthetically, TAP's catch-22 is the following: The manner in which TAP technicians relate to beneficiary cities is one of the most positive aspects of our program and, at the same time, it is the aspect of the program which makes us most vulnerable in view of AID's need for quantifiable impact data.

- 0 Objective. To increase the utilization of U.S. municipal technical assistance to developing countries.

The intention of this objective is that TAP will provide more grants, 55 during IDG as compared with 27 during DPG, in support of projects which bring technical assistance from American cities to cities in developing countries. (TAP has defined "municipal technical assistance" in a broad sense, that is, as assistance coming from American cities, not just from employees of city governments.)

Every project implemented by TAP addresses this issue.

In general, the original aim was reasonable. TAP projects an increase in the number of projects conducted during the IDG; however, we cannot be sure at this time that the 55 project target will be met.

- 0 Objective/Subobjective. To implement municipal and private professional/technical projects to accomplish the following: To identify the expanding needs of developing country urban priorities applicable to direct technical assistance input from U.S. cities.

The intention of this objective is that:

1. TAP staff will travel to overseas sister cities for needs assessment and project planning purposes.
2. Participating sister cities will conduct projects that involve needs identification.
3. TAP staff will attend meetings of professionals involved in development assistance, as well as keep abreast of development assistance literature in an effort to "identify the expanding needs of developing country urban priorities"

TAP Needs Assessment work is carried out at two levels: Needs Assessment done by TAP staff, which is usually of a broad, issue-oriented nature; and Needs Assessment carried out by TAP technicians, which focuses on specific problems.

1. TAP staff have done needs assessment and project planning work with sister city affiliates overseas (and in the U.S.).
2. 9 of the 30 projects funded so far during the IDG involved needs identification.

While TAP feels the original aim was reasonable, we have been reluctant to make Needs Assessment projects a TAP priority because of the difficulty involved in quantifying the impact of work done by TAP technicians in projects of this type.

- Subobjective. To provide program development/design assistance to foreign cities and their U.S. counterparts.

TAP staff has traveled to American and Third World sister cities and provided program development and design assistance.

- Subobjective. To support the implementation process and delivery of services to targeted groups.

The intention of this objective (we think) is that TAP should fund projects which support locally determined processes for the delivery of services to targeted groups. (Druben & Ricci will note that some of the twenty objectives and subobjectives are stated in ways which make them subject to more than one interpretation. When more than one interpretation was possible, we have selected the interpretation which most closely reflects our understanding of the purposes of the program.)

- Subobjective. To plan and conduct educational workshops on development assistance.

During 1980 two such workshops were conducted at the Sister Cities Annual Meeting held in San Diego, California. The topics of the workshops were Appropriate Technology in Urban Settings (presenter: Robert Judd, Director of the State of California Office of Appropriate Technology) and Private Development Assistance in an Increasingly Interdependent World (presenter: John Sommer, Special Assistant to the AID Administrator).

During 1981, two additional development assistance workshops were conducted at the Sister Cities Annual Meeting in Kansas City. One, focusing on Disaster Relief Assistance was led by Mr. Fred Cuny, President of INTERTECH, a private organization specializing in all aspects of disaster assistance. The other workshop consisted of a panel presentation in which representatives from five sister cities discussed the successes and problems encountered during recent TAP projects. Similar workshops are being planned for 1982.

- Subobjective. To assist foreign cities and their U.S. counterparts in establishing a process of evaluation within the project plan.

For the purposes of this objective, TAP defines "evaluation" in a limited sense, that is, (1) Were the objectives of the specific grant met?, (2) Did things occur as planned?, and (3) What should the next steps be? Special emphasis is given to the third question.

This objective is being pursued in the following manner:

1. TAP technicians are advised in advance that a report on their work based on the stated grant objectives is due 30 days after they return to the United States.
2. When reports are received, TAP staff review them and request whatever additional information may be necessary. Special attention is given by TAP staff to what follow-up activities, if any, should be considered.
3. The evaluation process also includes TAP staff visits to overseas cities. During these visits, the progress made on TAP-assisted projects is reviewed with sister city committee members, local officials, AID officers, representatives of other PVOs, etc.

If this objective is defined in the limited sense described above, we feel its aim is reasonable. Because TAP technicians spend limited amounts of time overseas (3 to 4 weeks), TAP is concerned that their professional expertise be focused on the project problem to the maximum extent possible. For this reason, we feel it is not prudent to ask technicians to spend large amounts of their limited time thinking about how their project should be evaluated. We ask them instead to think about evaluation in a strategic sense, that is, how to achieve specific objectives and what follow-up steps should be taken to achieve, or to move in the direction of achieving the intent of the project.

- Subobjective. To provide management/administrative assistance to the cities in the actual process of carrying out the project including scheduling, timing, etc.

The intent of this objective is that TAP staff provide administrative support services to cities conducting TAP projects.

TAP staff provide participating cities with a variety of administrative support services including, but not limited to, help with international transportation arrangements (air tickets, visas, insurance, telegrams), issuance of living allowance checks, representational assistance with foreign embassies as well as with U.S. embassies overseas, communications with AID missions, pre-departure briefings for technicians, etc.

- Subobjective. To select cities that meet the overall program requirements of the development program.

The intention of this sub-objective is that TAP provide grants for projects in cities (as opposed to villages) in developing countries in Africa, Latin America, and the Caribbean.

TAP grants are awarded in support of projects which take place in cities in developing countries in Africa, Latin America, and the Caribbean.

Subobjective. To provide liaison for those cities with professional/technical organizations.

The intention of this subobjective is that TAP staff will assist participating cities in establishing relationships with professional and technical organizations which may be in a position to assist cities with specific TAP projects.

TAP staff have been instrumental in establishing linkages between participating cities and a number of professional and technical organizations.

- Subobjective. To develop technical assistance guidelines for cities.

TAP has prepared programming criteria and minimum standards for proposals. These criteria and standards are reproduced on pages fourteen and fifteen.

- Subobjective. To design a standard reporting system to be used by cities.

A set of report guidelines ("Project Report") was developed (a copy appears on page sixteen), but TAP staff is not asking participants to use them. They are used by TAP staff as a checklist to be used when reviewing reports submitted by TAP technicians.

When TAP technicians return to the United States, we contact them and ask for information on what they were able to accomplish and how their work related to what was planned in the grant application. We also ask for information on what follow-up activities, if any, should be considered. If reports do not contain essential pieces of information, TAP staff takes responsibility for obtaining what is missing.

While this objective appears to be reasonable, on the basis of our experience during the DPG (77-79) and the current IDG, TAP has concluded that standard procedures, systems and forms are not useful to TAP because of the diverse nature of the sister city committees with which TAP works. Because of this diversity, TAP deals with each committee on an individual basis and in a manner which takes into account their particular capabilities.



SISTER CITIES INTERNATIONAL/TECHNICAL ASSISTANCE PROGRAM

Programming Criteria and Proposal Guidelines

Programming Criteria

In reviewing SCI/TAP grant proposals, every effort is made to be flexible and to take into consideration the special needs identified by the overseas sister city and the resources available in the U.S. city. SCI/TAP recognizes that most projects will require more than one grant award throughout the life of the collaborative effort to follow-up on earlier activities. Each project should, within reason, address the criteria listed below:

1. The project should contribute to increasing the capacity of project beneficiaries to meet their essential needs.
2. The intended beneficiaries should come from the poor majority.
3. The project should address needs that are considered important to the people or community to be assisted.
4. The project should rely on local materials, local human resources and appropriate technologies.
5. The project should be complementary to broader development goals and related projects.
6. The project should generally include realistic levels of monetary and/or "in-kind" commitments from the U.S. city and the sister city.
7. The project should involve the American and overseas Sister City committees in planning and implementation.
8. The project should be directed towards local implementation, control and operation within a specific time period.
9. Project designs should include clearly defined objectives, activities and progress indicators.



Preparation of Proposals

While there is no fixed format for SCI/TAP grant proposals, proposals should be as concise as possible and, as a minimum, should:

1. Have a short description of the relationship between the two collaborating cities.
2. Have a summary description of the project including a statement of the problem being addressed.
3. Explain the need for the project in terms of local economic and/or social conditions, and demonstrate how the project will improve those conditions.
4. Describe the objectives of the project. Include both short term and long term objectives.
5. Enumerate the specific results expected.
6. Describe what the participants from each city plan to do in order to achieve the project objectives.
7. List concisely the sequence of events to be followed towards accomplishing the project.
8. List all necessary costs for travel and living expenses.
9. Include a curriculum vita of the technician(s) who will conduct the proposed project.
10. Include an official written request (or endorsement) of the project from the overseas city.

PROJECT REPORT

- What is intended to be accomplished by the project, both short and long term?
 - What evidence do you have that indicates the project was a success?
 - Who are the project beneficiaries by type and number?
 - Is the entire city affected directly or indirectly?
 - What follow-up activities are being considered?
 - How does the project fit into the existing infrastructure and skills of host city entities?
 - What linkages were established with AID and other donors?
 - What is the relationship of this project to host government and local level development goals?
 - What new infrastructure will be required to accomplish the project?
 - What is the local capacity to support the project on a continuing basis?
 - Could the project have been implemented in other ways more effectively?
 - What would be the consequences if the project is abandoned?
-

- Subobjective. To conduct an ongoing process of program and project evaluation.

The intention of this objective is that TAP staff will conduct evaluations of specific projects and of the overall program.

On an ongoing basis, TAP staff conducts informal, forward-looking evaluations of TAP-sponsored projects. This process involves reading and responding to reports submitted by TAP technicians; meeting with sister city committees to discuss particular projects; participating in regular project review sessions with AID staff in Washington; and traveling to overseas cities to review TAP projects with sister city committee members, local officials, host-city technicians, AID representatives, and others.

The overall TAP program is also evaluated by TAP staff on an ongoing basis. In this instance we are limiting our definition of "evaluation" to "progress being made toward meeting the objectives specified in the grant." The results of this evaluation process can be seen in our PES submissions to AID, which we have used for reporting purposes as well as for evaluative reflection on the overall program. In this process we have received substantial assistance from our colleagues at the AID PVO office. Because they have made a real effort to understand the special nature of the TAP program, their advice (and the manner in which it has been conveyed to us) has been a real help.

We believe that the original aim was reasonable. In saying this, our assumption is that AID did not expect us to conduct the kind of comprehensive evaluation that we are currently undergoing with Druben & Ricci. An evaluation of that kind would not be possible for TAP without outside assistance.

- Subobjective. To design, write, and produce case studies and other materials for distribution.

The intention of this subobjective is that TAP prepare case studies and other materials for distribution.

While TAP has not prepared case studies, we have written project summaries and other materials for distribution. TAP prepares articles for every edition of the Sister Cities News. Two months ago TAP prepared a four-page, 4,000 word, illustrated supplement for the News, which focused on the TAP program.

TAP understands a case study to be a detailed and comprehensive examination of a particular activity. Because of the size, scope, and modest financing involved in TAP projects, and because TAP projects are not discrete enough to study in isolation from the larger host-city effort of which they are usually a part, TAP feels that this is an unreasonable subobjective. During the DPG (77-79) and during the current IDG, TAP has prepared project summaries instead of case studies. We have found these summaries to be useful and we have distributed them widely.

- Subobjective. To collect and disseminate data from reports as projects are concluded.

The intention of this objective is that TAP collect and disseminate information from the reports of TAP technicians. Information on TAP projects is collected and articles, based on the reports of TAP technicians, are prepared by TAP staff and published on a regular basis in the Sister Cities News. In addition, project summaries are sent each year to all cities that have indicated an interest in the program.

- Subobjective. To promote municipal and private technical assistance to developing countries through the Sister City operation.

This subobjective is very similar to the first three objectives. TAP is not sure about AID's specific intent in this instance.

In general, promoting municipal and private technical assistance through the Sister City mechanism is what TAP does, every day.

The original aim was reasonable.

- 0 Objective. To develop a program framework which will enable any U.S. community, regardless of whether or not it has a Sister City Program, to have the opportunity to respond to urban-related technical needs of communities in developing countries.

The intention of this objective is that TAP will develop a program framework which will permit non-sister cities to become involved in the TAP program.

While the thinking behind this objective is not entirely clear to TAP, we have developed a framework through which any U.S. city can respond to urban-related technical needs of communities in developing countries. That framework is the process by which sister cities developed collaborative projects.

In addition, TAP staff has encouraged three non-sister city pairs to develop TAP projects. For various reasons, none of these cities has been successful in developing projects. Their lack of success confirms our belief that the multifaceted nature of the overall sister city relationship is an essential ingredient in the development and implementation of TAP-type projects.

Tap feels that the aim of this objective is reasonable and worth a try. We do not believe, however, that it should be a priority for TAP to develop projects with cities not affiliated with the Sister City Program.

- 0 Objective. To increase the number of technical training programs for communities in developing countries through the Sister City mechanism.

The intention of this objective is that TAP increase the number of projects which involve technical training.

In accordance with this objective, project emphasis is being placed on technical training programs; 22 of the 30 projects completed fall in this category.

- 0 Objective. To have a direct concentration of program assistance emphasis in the area of urban skill development and problem solving, urban services including health and education, vocational programs, urban management, and employment generation.

The intention of this objective is that TAP projects address a broad range of urban need areas.

All TAP projects fall within the categories stated in this objective.

- 0 Objective. To increase the amount of private resources allocated to technical assistance programs in developing countries.

The intention of this objective is that TAP rely increasingly on private sector resources for support of development assistance projects carried out under its auspices.

By definition, TAP projects increase the amount of private monies utilized for development assistance purposes. As indicated in the 1981 PES, the cost of TAP projects is covered by a mix of public and private funds.

In addition to the contributions being made by participating cities and private firms in support of specific TAP projects, TAP is currently in the process of raising \$50,000 from private corporations and foundations throughout the United States.

The original aim was reasonable. Parenthetically, it is a matter of continuing concern to TAP that the contributions mentioned above are not regarded by AID as legitimate private sector contributions to development assistance work.

There seems little doubt that the number of goals, given the small size of TAP, is a hindrance to effectiveness. Therefore, it is to the current management's credit that, for example, they have abandoned the notion of case studies as a product of the grant. We recommend substantial further pruning and shaping of the "specific objectives." Keeping in mind the distinction between ends and means should prove helpful to this process: for example, asking whether "to collect and disseminate data . . ." is a goal or a tool for reaching one.

These aims, which grew out of the previous management's June 1979 IDG proposal, are in fact "fuzzies" rather than specific objectives. As management expert Karl Albrecht notes:³

A fuzzy is an objective which is not sufficiently definite to allow one to recognize its achievement . . . A fuzzy is a preliminary statement of an objective. Many important changes come about because someone first has an inkling of a possibility. For example, a corporate executive might say, "We must defend our product line against technological obsolescence." A middle manager might say to a colleague, "Let's improve coordination between our two departments." An employee might say to his supervisor, "I think we all need a better knowledge of company procedures." In each of these examples, the initial statement is fuzzy. It could be satisfied by an enormous variety of end conditions. It does not specify action very clearly. Each of these fuzzies, however, can serve as a starting point for a very profitable thinking process. (Underlining in original.)

With circa two years of experience under the IDG, the managers of TAP are in a position to produce true specific objectives. With these, it becomes possible to determine whether the goals set forth in proposals from local Sister Cities do or do not forward TAP's now "fuzzy" aim "to increase the social

and economic well-being of the urban poor majority in developing countries" Without specific objectives, TAP finds it difficult, for instance, to decide whether "paramedical training" for "50 persons charged with protecting beach users" (lifeguards) is an appropriate use of IDG resources.⁴

There seems to be some confusion over specificity, moreover. This confusion hampers TAP's choice of projects, the cities in which to function, etc. For example, the comparison of progress with objectives contains this point: ". . . we have been reluctant to make Needs Assessment projects a TAP priority because of the difficulty involved in quantifying the impact of work done by TAP technicians in projects of this type." Quantification should not be the barrier suggested here--and it should not be confused with specificity. As George Odiorne, a prominent management specialist, points out:⁵

SETTING GOALS TO MEASURE THE UNMEASURABLE

1. It is often necessary to devise measurements of present levels in order to be able to estimate or calculate change from this level.
2. The most reliable measures are the real time or raw data in which the physical objects involved comprise the measures to be used (dollars of sales, tons of output, number of home runs hit).
3. When raw data can't be used, an index or ratio is the next most accurate measure. This is a batting average, a per cent, a fraction or a ratio.
4. If neither of the above two can be used, a *scale* may be constructed. Such scales may be "rate from one to ten," a nominal rating against a checklist of adjectives such as "excellent, fair, poor," or one which described "better than" or "worse than" some arbitrary scale. (These are useful but are far less precise than the above.)

5. Verbal scales are the least precise but can be extremely useful in identifying present levels and noting real change. *Verbs* such as "directs," "checks" and "reports" are indicative of actions to be taken.
6. General descriptions are the least useful, but still have value in establishing benchmarks for change. "A clear, cloudless fall day" is obviously not the same as a "cloudy, foggy, misty day" and the two descriptions could be used to state conditions as they exist and conditions as they should be.
7. The statements of measurement should be directed more toward *results* than toward *activity*. (Much activity may prove impossible to state in specific terms, whereas results of that activity can be stated.)
8. In stating results sought or in defining present levels, effort should be made to find indicative, tangible levels and convert verbal or general descriptions into such tangible scales, ratios or raw measures where possible.
9. If you can't count it, measure it, or describe it, you probably don't know what you want and often can forget it as a goal.

Interestingly, TAP's concern over the impact of Needs Assessment projects seems to be vitiated by its broader perspective, expressed earlier under the heading of "Evaluability of impact of TAP activities":

"How to quantify the impact of TAP programs on the 'social and economic well-being of the urban poor majority' is a continuing dilemma for TAP staff. While we are convinced that our projects are making modest improvement in the living conditions of poor people, an objective analysis of these benefits is impossible."

We are confident that TAP underestimates its own potential in calling an analysis of benefits impossible: such a limitation only holds while "fuzzies" prevail.

Lastly, it should be noted that TAP provided a "Project Analysis Sheet" for each of the IDG-funded grants made through March 1982 (the Sheets were a far fuller response than expected

to our request for a chart covering all the projects). These thirty "analyses" are to be found in the Appendix (followed by two memos which define terms used in the Sheets). They show that TAP's financial input amounted to \$68,489 or 28.5% of the total \$240,517 involved. While we cannot vouch for the accuracy of these figures or suggest whether they should be "regarded by AID as legitimate private sector contributions," in part or whole, we can say that the numbers reflect the data in TAP's files.

THE SISTER CITIES APPROACH

In this chapter, we look at the business and the mission of TAP. The first examination asks whether, for example, TAP is a cultural exchange or development program. The second asks who TAP's beneficiaries have been, which of their needs it has sought to meet, and how it has gone about doing this job. It also looks at TAP's funding sources.

There are two reasons for undertaking these explorations. The first has to do with the nature of the grant under which TAP is operating. As the agreement between AID and TAP puts it:

The purpose of this Grant is to provide support to increase the institutional capacity of the National Association in the delivery of program and technical services through its Sister Cities International program. (Underlining added.)

The starting points of "institutional capacity" are clarity with respect to the business one is in and regarding the mission one has within this business. If TAP has such clarity, then the IDG should result in improvements downstream, e.g., appropriate specific objectives. If TAP is defining its business and shaping its mission, then the IDG should contribute to the successful completion of these premier tasks, as well as pay for various grants, etc. Since experience and changing circumstances cause alterations in business and mission, it would not be surprising to find a need for work in this area during TAP's last year under the IDG.

The second reason for examining business and mission is the fact that AID and TAP will be discussing a subsequent relationship. Clarity with regard to business/mission will serve the interests of both parties, in a sense "buyer" and "seller" of a "product" called TAP.

THE BUSINESS OF TAP

In his widely read Management: Tasks, Responsibilities, Practices, Peter F. Drucker writes:

Nothing may seem simpler or more obvious than to know what a company's business is. A steel mill makes steel, a railroad runs trains to carry freight and passengers, an insurance company underwrites fire risks, a bank lends money. Actually, "What is our business?" is almost always a difficult question and the right answer is usually anything but obvious.

A classic example is the (incorrect) belief of American railroads that they were in the railroad business. This mistake led them into errors in the allocation and acquisition of human and other resources . . . and eventually into failure.

In examining TAP, we have made a concerted effort to see the world as TAP's managers see it not only through discussions with them, but through interviewing participants and reviewing written materials both in the U.S. and abroad. In the end, we have returned to the perspective presented in an early memo, from TAP to Druben & Ricci, for a statement of the perspective which motivates TAP's managers:¹

The Technical Assistance Program is one of several programs which make up the overall Sister City Program. The TAP program is complementary to the larger program and it is consistent philosophically with the

goal of Sister Cities, which is to foster world peace and understanding by promoting exchanges at the person-to-person level through city-to-city affiliations. What TAP does clearly relates to this overall goal. We believe that if people in developing countries live better, if more of their essential needs are met, there is a reduced likelihood of conflict between people and nations.

In a brochure on "Six Steps in Building a Sister City Program," SCI addresses people interested in establishing new Sister City groups. A partial list of successful project types is provided:

- Exchanges of visitors, officials, prominent citizens, musicians, students, teachers, professionals, news reporters, radio and TV, labor, etc.
- Organized tours. Hospitality and ceremonies for visiting groups.
- Club affiliations. Development of relations between such groups as Lions, Rotary, Boy Scouts, Girl Scouts, women's clubs, and hobby clubs, etc., with their counterparts in the sister city.
- Letter writing. When exchanging correspondence with a community that speaks another language, a Language Resource Committee is essential. Other than face-to-face visits, one of the most important ways of exchanging ideas with overseas contacts is through the personal letter.
- School affiliations can be a stimulating activity if organized within your educational system. They can be a strong adjunct to your school's language, history, cultural and other programs. There is no end to the fascinating projects young people can engage in to enlarge their horizons of learning.
- Technical and professional exchanges can have benefits to both communities far in excess of the limited costs involved. Many U.S. cities and their affiliates have exchanged experts in transportation, housing, medical systems, etc.
- Radio contacts between sister-cities can be made by amateur shortwave radio operators. Special broadcasts on records or tape are made for use abroad.
- Art exhibits. Both school children and members of local art clubs exchange art work with their overseas counterparts. The material is often exhibited in public buildings and merchants' windows in both towns.
- Photo exhibits. Camera clubs of both towns exchange collections of stills, slides and documentary motion pictures.
- Sending of mementos, not on a charitable basis, but of mutual interest and respect. Gifts are generally modest ones.
- Exchange of music, recordings and plays.
- Publication and preparation of food recipes from the foreign country.

Given this perspective, it is not surprising to find the word, "exchange," prominently used in both of TAP's Project Evaluation Summaries. The first paragraph of each contains almost the same sentence:

The basic assumption which underlies the SCI/TAP program is that an exchange of technical expertise between cities in the United States and affiliated cities in developing countries, if done wisely and with an appreciation of their inherent differences, can result in modest but significant improvements in the quality of life of disadvantaged people living in urban areas of those countries.

In light of such language, the contract for this evaluation quite rightly asks about the responsiveness of host country Sister City committees to technology exchange. Yet we were sincerely told by TAP that "transfer," rather than "exchange," is definitely the operative word--TAP is not an exchange program.

Why this seeming contradiction, one which, for instance, probably complicates TAP's difficulties in deciding on whether to approve a second "paramedical training" project for "persons charged with protecting beach users"?

An old saying helps with understanding the situation, viz., "The fish is last to see the water." Spawned by a cultural exchange organization, of which it remains a part, and taxed by the day-to-day activities required by a score of aims, TAP has had little time to reflect on the sea within which it swims. That sea is a mix of at least three components: cultural exchange, development grants, and development education.

The last of these components is noted in the 1980 PES under "Unplanned Effects":

While the intent of this program is to benefit the cities in developing countries, we have become aware of a broader impact coming back to the U.S. cities . . . The opportunity for citizens of Rochester, NY, for example, to work on meaningful projects with citizens

of Bamako, Mali, has in effect served as a development education tool which in the long run may have an important impact, especially in light of the current low level of public support for foreign assistance.

What, then, might be the business of TAP? Since our study of TAP has not been a Strategic Evaluation, we would not presume to provide the answer to so fundamental a question. However, a discussion between two Sister Cities people in Jamaica triggered one seminal line of thought. Here, paraphrased, is what they said:

A: Sister Cities provides Atlanta and Montego Bay with opportunities for exchanges.

B (skeptically): What have we got to offer? We're just getting.

A: No. Atlanta provides us with technical assistance. We offer them cultural activities.

We picked up a possible example of the latter during our interview of Montego Bay's Mayor. He noted that 1985 will be the fifth anniversary of Montego Bay as a city (it was previously a town) and that he hopes to have Atlanta "greatly involved."

The idea which came to mind was TAP in a hybrid business deliberately combining the three components previously listed. In such a business, the core would be evaluable development grants; SCI and TAP would be consciously coordinated so that exchanges occurred even where technical interchange was not feasible; and development education would be a planned effect.

The second of these elements would avoid the donor/recipient syndrome (something to which both TAP people and more than one interviewee abroad react negatively) and might be a competitive edge for the SCI/TAP program vis-a-vis other PVOs.

It must be emphasized, however, that this hybrid is not being recommended. Far more strategic thinking than was possible within the IDG evaluation is called for prior to such a recommendation.

THE MISSION OF TAP

Defining the Business: The Starting Point of Strategic Planning (1980), by Derek F. Abell of Harvard Business School, describes a powerful tool for defining the mission of a business. With the appropriate changes of wording, this model is applicable to any organization. Associate Dean Abell states:

A business may be defined in three dimensions. Customer groups describe categories of customers, or who is being satisfied. Customer functions describe customer needs, or what is being satisfied. Technologies describe the way, or how customer needs are satisfied. (Underlining in original.)

Applied to TAP, this framework yields four questions for present purposes: Who are the beneficiaries of TAP's efforts? Which needs of these beneficiaries are being addressed? What techniques are being used to meet these needs? Who are the benefactors of TAP's program?

Beneficiaries

Regarding the direct overseas beneficiaries of its efforts, TAP defines three categories in its 1980 Project Evaluation

Summary:

The essence of the benefits derived from the . . . projects for which grant monies have been awarded this year can be described in three broad areas:

1. Short-term operational efforts that produce immediate and, to a degree, quantifiable benefits through direct professional services to specific disadvantaged target-groups. An example would be the Austin-Maseru project where a doctor spent 6 months directly treating persons with disabling birth defects and burns . . .
2. Efforts that produce deferred or second generation benefits by training LDC professionals or para-professionals who will eventually use their new skills to help the disadvantaged . . .
3. Efforts to design or plan municipal service needs that in the long range will benefit the population as a whole, including the poor

(To accommodate the Labor Communications Workshop in Montego Bay, Jamaica, which occurred after the 1980 report, the second category can be extended.)

Combining the preceding with the data in the Project Analysis Sheets, we find that 17% of TAP's projects are in the first category; 70%, the second; and 13%, the third.

(Where a project served two types of direct client, we have credited $\frac{1}{2}$ project to each category.)

Such a pattern makes it especially incumbent on TAP to assure itself that the direct beneficiaries "will eventually use their new skills to help" the urban poor majority (underlining added). For example, the May-June 1982 Tourism Communications Workshop in Montego Bay "will provide 40 hotel, restaurant, and store middle and upper management with training and information in the areas of organizational communication, employee and tourist relations, and labor relations."² Only careful planning and monitoring can ensure that the results of this training redound to the benefit of the "disadvantaged."

Needs

In its statement on "Preparation of Proposals," TAP notes that "proposals should be as concise as possible and . . . explain the need for the project in terms of local economic and/or social conditions"

With regard to "short-term operational efforts," where poor people are the intended direct beneficiaries, TAP provides these sketches of the needs to be addressed:³

- surgical help for needy patients, mostly children, suffering from disabling birth defects and burns
- inadequate therapy program for needy geriatric patients
- inadequate knowledge of modern rehabilitation techniques for use with cerebral palsied children.

In the area of "training LDC professionals . . .," TAP notes these needs:

- training for physicians and nurses in basic medical techniques used in treating patients suffering from birth defects and burns
- health care planning and communication, teaching
- sight conservation, more specifically, the need for training in eye disease screening techniques
- inadequate knowledge of modern rehabilitation techniques for use with cerebral palsied children
- labor/management communication, conflict resolution, negotiation
- coordination of emergency medical services to respond quickly and adequately to emergency situations
- training of women to meet women's needs in family planning, health and development
- control of infectious diseases

- better health
- inadequate water safety skills training
- vocational training necessary for employment of students attending the Training Center (early school leavers from urban low-income families)
- vocational training and rehabilitation for handicapped and non-handicapped youth to meet skilled labor needs of Sekondi-Takoradi area.

With respect to "municipal service needs," TAP lists:

- lack of potable water
- inadequate water supply to lower-class workers' residence areas in the city of Cancun
- lack of adequate refuse collection and disposal system.

Overall, of the 30 grants made through March 1982, 67% address needs in health-related areas; 17%, water and sanitation; 13%, vocational training; 3%, labor/management relations. This distribution may be compared with the "specific objective" calling for "a direct concentration of program assistance emphasis on the areas of urban skill development and problem solving, urban services including health and education, vocational programs, urban management, and employment generation." Though the "fuzziness" of the objective would hinder comparing it with the distribution, we believe a discussion between AID and TAP regarding the degree of congruence--and any needed course correction--would be useful to both parties.

TECHNIQUES

Here we look at two categories of techniques: those which TAP uses in relating to the Sister Cities and those which are applied within TAP-supported projects.

TAP and the Sister Cities

In describing progress vs. objectives, TAP stated: "The Sister Cities mechanism mandates that development assistance projects be designed and implemented jointly by Sister City Committees in the U.S. and in developing countries." (Underlining in original.)

To the outsider, this sentence suggests that there are functioning committees--possibly voluntary ones such as we are accustomed to in the U.S.--both in the Third World and American cities. Other TAP literature tends to leave this impression, as well.

Early on, however, TAP made clear that this understanding is unintended. While such committees do exist here, they may or may not exist in developing countries. Our file research showed, in fact, that as far back as June 1979, in its proposal for an IDG, TAP noted:

The objective of SCI/TAP is to work with foreign cities (and, where applicable, their citizen committees) in LDCs and with their U.S. counterpart Sister Cities and citizen committees (Underlining added.)

TAP keeps little information on the membership of Third World associates, leaving this task to American Sister Cities.

With respect to the cities visited by Druben & Ricci, we can say that in Montego Bay, Jamaica, there is a functioning citizen committee. ~~Whether this group is self-perpetuating or~~ a creature of the Mayor may be an issue in the near future. If so, the subject will be raised because of a change of parties in "city hall."

Kisumu, Kenya, has no formal Sister Cities committee. Decisions, priorities, and communications are made on an ad hoc basis from either the Town Clerk's office, the Mayor's office, or the entire Town Council made up of the Mayor, department heads, and twenty-five elected Councillors.

The consensus of the principals in the Town Hall is that it would be relatively easy to restructure the "committee" into a formal, working body.

Maseru, Lesotho's capital, does not have a separate Town Council. Rather, the Town Clerk's office is part of the central Ministry of the Interior. An Urban Reorganization Bill, before parliament when our interviewer was in Lesotho, would decentralize government. However, the bill has already been defeated once and, even if passed this year, it would take a long time to elect councillors and set up a new governmental structure. Meanwhile there is no definable Sister Cities committee. The burn care grants came out of interactions with Interplast, another PVO, and the central Ministry of Health. A former Lesotho Ambassador to the U.N., instrumental in establishing the Maseru/Austin, Texas relationship, remains involved.

If the notion of joint Sister Cities project development is over-simple, how do grant ideas originate?⁴

The following list summarizes material available in project files . . .

Initial project ideas come from a variety of sources, including:

1. (a) U.S. Committee members' observations of needs and available resources in their sister city. Example: Wilmington, DE - San Juan Sacatepequez, Guatemala.

(b) Committee's analysis of expertise available in their own city. Example: Roanoke, VA - Kisumu, Kenya: Public Health, Phase II: Sight Conservation.

(c) A Committee member's particular skill area. Example: Atlanta, GA - Montego Bay, Jamaica: Labor Communications Workshop.

2. Overseas Sister Cities Committees. Example: Coral Gables, FL - Quito, Ecuador: Physical Rehabilitation Training, Phases I and II.
3. Other organizations. Example: Austin, TX - Maseru, Lesotho: Burn Care and Reconstructive Surgery (INTERPLAST).
4. Individuals resident in overseas sister city: Rochester, NY - Bamako, Mali: Urban Planning Project (Peace Corps Volunteer).

As to the means used by TAP's staff in relating to cities and project development, these appear in the following list:⁵

1. TAP staff exchanged correspondence with sponsoring city concerning project design and financing.
2. TAP staff gathered written materials which were pertinent to a particular project and sent them to participating cities.
3. TAP staff traveled to American city to discuss proposed project with Sister City Committee.
4. TAP staff collaborated with other organizations in the design and implementation of project.
5. TAP staff made multiple trips to sponsoring American city to discuss follow-up project design with Sister City Committee.
6. TAP staff communicated regularly (letters and telephone) with sponsoring city throughout life of project.
7. TAP staff provided pre-service orientation to TAP technician.
8. TAP staff traveled to beneficiary city for meetings on project usefulness and follow-up potential.

9. TAP staff assisted participating city in development of multiple projects.
10. TAP staff assisted sponsoring cities with fundraising for follow-up activities which are beyond scope of TAP budget.

Techniques Used in TAP-Supported Projects

Two means are supported by TAP grants: the provision of American technicians for assignments within Third World Sister Cities and the bringing of residents of these cities to the U.S. for brief educational experiences (so-called On-the-Job Training).

Regarding technicians, the contract for this evaluation asks about the "effectiveness of short-term volunteer consultants." In addressing this question, we can begin by agreeing with the observation of evaluator Raymond Urquhart that "all who assisted the subject cities certainly were highly qualified."⁶ The comments we received from interviewees in Africa and the Caribbean, our telephone interviews of consultants, and the materials in TAP's files support this position.⁷

At another level, TAP appropriately raises the question of whether "volunteers" is the correct description of the technicians used in its projects:⁸

Since the start of the TAP program in 1977 and continuing through the present, we have described one aspect of our program in a way which is not completely accurate. ~~We have said that our projects are carried out by volunteer technicians.~~ While it is true that some of our

technicians are volunteers who actually donate their services, a great many (the majority) of our "volunteers" are not volunteers; they are paid consultants whose professional fees are provided by their home town employers.

TAP goes further, questioning whether "short-term" consultancies are involved:⁹

. . . we would like to suggest that TAP technicians are not accurately described as "short-term consultants." Here's why:

After participating sister cities have identified a problem that they wish to work on together, a technician with the necessary expertise is recruited by the American sister city. After logistical arrangements have been made, the technician travels overseas for a short, intensive visit to the host-city institution where his know-how is put to use.

Beyond the immediate results of his visit, the technician continues to transfer know-how by remaining in touch with the host institution in various ways, such as continued correspondence on technical problems; seeking out and sending pertinent technical literature with advice on how such literature could best be used in the host city; by planning for training of host-city technicians in the United States; and by returning to the host city for follow-up consultancies.

An example. Tom Brady, Director of Public Works for Roanoke, Virginia . . .

Looking over the varied and continuing nature of Brady's involvement in this project, TAP believes it is inaccurate to describe him as a "short-term consultant." Instead, TAP sees Brady's work and that of others like him as long-term consultancies involving a variety of inputs over a period of years.

On the face of it, a "Brady-type" relationship certainly is preferable to "short-term consultancies" as a technique for meeting the needs of beneficiaries. Whether it is typical cannot be said: so far as we can tell, this element of TAP's mission is in process of being thought through, hence pertinent data have not been systematically accumulated.

Using the Project Analysis Sheets, we calculated that the average¹⁰ consultancy lasted c. four weeks, including two weeks of pre-travel orientation, travel time, and report preparation. If accurate, this would represent a decrease from the "approximately three weeks in the sister city" reported by Urquhart. However, our phone interviews and a memo from TAP suggest that the "analyses" are misleading, for:¹¹

. . . what happens /in pre-departure briefings for technicians/ varies from city-to-city, technician-to-technician, and project-to-project. Some TAP technicians have considerable experience working in Third World settings and do not need much in the way of pre-departure briefing. In the case of projects that are in their second or third stages, briefings are provided by technicians who participated in the earlier phases of the project. For the first-time efforts, TAP encourages technicians to meet with others in their communities who have visited their overseas sister city. Some cities (Roanoke) have conducted lengthy pre-departure training and orientation activities which have included the sister city committee members as well as the technicians. TAP has invited technicians to fly through Washington on their way overseas for briefings with TAP staff, embassy officials, and AID officers. TAP staff have occasionally traveled to member cities and conducted pre-departure briefings. TAP staff has also collected relevant written materials (like World Bank Country Reports) and sent them to TAP technicians prior to departure.

At the most important level, i.e., the effectiveness of technicians, the success of projects in meeting TAP objectives is the final measure: "Effectiveness implies making the right choices in terms of desired results,"¹² in this case, meeting specific needs of selected beneficiaries. This issue is the subject of the next chapter.

Regarding On-the-Job Training, it should be noted that this term has a specialized meaning within the IDG; it refers exclu-

sively to Stateside training for residents--most likely, administrators and professionals--of Third World Sister Cities. Thus far, such projects have played a minor role in TAP's operations. At the time this evaluation began, only five "OTJTPs" had been completed. Four were health-related; one was in the field of vocational education. Then-proposed projects were: "Health Education Training," "Community Health Nursing," "Women in Health Program Management," "Handicapped Person Rehabilitation" (two grants), and "Environmental Engineering."

As TAP is aware, progress in this area is behind schedule. In this connection, we were told:¹³

Of the programs implemented to date, most have involved sister cities which share English as the principal language. SCI/TAP has concluded that language differences are now and will be a major limiting factor in the development of additional U.S.-based training programs. Significant progress has been made, however, in making OTJTP programs available to non-English speakers.

We wonder whether this statement does not reflect confusion of ends and means and potential diversion of resources into less productive channels. In other words, are OTJTPs ends or simply tools for reaching certain objectives? If tools, then should the "major limiting factor" cause a reconsideration of their use vs. use of other means which might be more efficient? Our work with TAP does not indicate whether these questions have been answered. If not, we recommend that they should be.

BENEFACTORS

Clearly, of course, AID is the major benefactor of TAP, whose managers anticipate that AID will continue to play that role.

Nevertheless, efforts are underway to diversify TAP's sources of income, partly through gaining AID acceptance of in-kind contributions, but also through fundraising of cash. This year \$50,000 must be raised to satisfy the IDG. Larger amounts will be called for in the future in order to qualify for a Matching Grant (or other relationship with AID which requires a private input to TAP's budget).

The key to productive fundraising of any size and duration is a perspective succinctly described by James Gregory Lord in "Marketing Nonprofits":¹⁴

Raising funds in a competitive marketplace is like competing for a good job. The most successful candidates, although they may not necessarily be aware of the marketing approach, tend to be those who think of themselves in terms of what they can do for the employer rather than what the employer can do for them.

Moreover, for the organization, as well as the individual, knowing one's competitive edge is crucial, especially with "the current intense competition for scarce private funds available for foreign assistance programs and with a sensitivity to AID's uneasiness with in-kind contributions" (in the words of the 1981 PES). To know that edge calls for the kind of planning that clarifies the business and the mission of an agency.

With these thoughts in mind, we compared the approach of TAP with that of another PVO with which we are familiar. As is appropriate, both are attempting to appeal to donor needs, e.g.:

TAP: U.S. national security and economic growth depend increasingly on developing countries for essential raw materials¹⁵

PVO: The need for raw materials dictates a strategy which will ensure their continued availability. Both government and private industry have responsibility in this area

There are, in fact, many similarities in these campaigns.¹⁶ In the end, beyond small goals, the organization whose business/mission most closely matches the needs of the funder will be the organization supported. We strongly urge TAP to consider this point as it prepares for a new relationship with AID.

On April 2, 1982, TAP informed us that it had approached eight corporations and foundations:¹⁷

The Coca-Cola Company has donated \$5,000 toward general support of the TAP program. We see this success as a good start toward attracting other corporate support. Cummins Engine and Fluor Corporation have rejected TAP's requests.

THE IMPACT OF TAP

In evaluating the impact of TAP, one of the points which became likely early in the process was that a cost/benefit analysis could not be applied at this stage in TAP's development. Non-specific objectives, for example, posed a barrier to such examination. They would make it improbable that data could be aggregated to form a picture of the costs and benefits of TAP as a whole. Moreover, they implied that management would be unlikely to consistently seek specific objectives in proposals from local Sister Cities. Therefore, though ready to do otherwise, we prepared for a next-best approach.

That approach consisted of two components: (1) asking TAP, which was already primed for doing so, to undertake a measure of self-assessment and (2) designing for ourselves a systematic process for gathering information as disinterested observers.

Results of such efforts appear throughout this report. Here we present the products as they apply to overseas impact in particular. First, we offer TAP's responses to some key questions we asked. Then, in the form of "trip reports" (revised in light of our broader knowledge), we present the information gleaned abroad.

TAP ON TAP

We asked TAP for a self-assessment of its success. More specifically, in a February 2 note on "Review-Specific Memos,"

we requested that TAP estimate the "Quality of each Project," saying:

As to "Quality," use a whole number . . . , with 1 meaning "failure" and 6, "complete success." In footnotes, please explain your quality rating briefly

TAP replied:¹

TAP has redefined the descriptor "Quality of Project." We have chosen "Attainment of Project Goals" as an alternative. Related to this, the terms "failure" and "complete success" are not meaningful to TAP, given the non-quantifiability of those terms. The indicators we have chosen . . . relate to whether or not a project reasonably met the goals set for it and whether or not follow-up was built in at each stage.

Using TAP's definition, we find a self-evaluation of 4.2/6.0 or 70% on the scale of Attainment of Project Goals.

Taking a closer look at these figures, we find the following:

- o a 83% rating for OTJTPs as a group; 72% for those where Druben & Ricci was able to do interviews
- o a 67% rating for overseas projects as a group
- o a 78% rating for the overseas projects visited by Druben & Ricci:
 - Public Health Nurse Training (Jamaica).....89%
 - Labor Communications Training (Jamaica).....67%
 - Manpower Training (Kenya).....33%
 - Community Health Nursing (Kenya).....67%
 - Environmental Engineering (Kenya).....67%
 - Burn Care/Reconstruction Surgery (Lesotho).....100%

These percentages, it should be remembered, represent TAP's estimates of the degree to which these projects attained their objectives. They do not indicate that a project served "the urban poor majority," for example. Nor do they necessarily relate to the short- or long-term impact of a TAP grant. The

next section deals with these more basic issues to the extent possible.

"TRIP REPORTS"

(To place each of the following reports in context, we suggest the reader first glance through the pertinent project summary in TAP's 1980 and/or 1981 PES.)

JAMAICA

General Comments by the Interviewer

In addition to the membership of the Montego Bay Sister Cities committee, I met with American Embassy and USAID people in Kingston, the Mayor of Montego Bay, health administrators and practitioners who were involved in the TAP-supported health workshops, participants in the labor/management workshop, the top Ministry of Labour official in the western part of Jamaica, and an executive of a major Montego Bay hotel which was invited to attend the tourism communications workshop (follow-up to the labor workshop). I also had an opportunity to read the Sister Cities files and was provided with a copy of a USAID-commissioned study of the Health Improvement for Young Children Project to pass on to TAP. From this research, I learned that housing, employment, sanitation, and traffic control are among the priorities of Montego Bay. Health receives at least "lip service," in the words of an interviewee, as a national priority.

No one could have asked for more cooperation. Every interviewee appeared candid and, almost without exception,

willing to provide as much time as I needed. There was a high degree of general knowledge and, to the extent that a generalist can judge, expertise.

Unexpectedly, I found several instances where TAP's description of an individual and that person's actual role were different, e.g., participant vs. organizer. And in one instance, a key person told me he had not heard of Sister Cities until receiving the letter announcing my upcoming visit.

Generally speaking, the work of the TAP-supported consultants was highly regarded and additional assistance, very welcome. Nearly all interviewees felt that these specialists brought unique skills, especially pedagogical, to their assignments. The health workshops appeared likely to be replicated on a national basis, through a direct agreement between INSA and USAID. There is a possibility of a TAP-supported project in Kingston.

There was evidence that the "exchange" nature of the overall Sister Cities association was an important aspect of the program. One respondent stated, for example, that while he looked for more help from Atlanta, he would not want a "paternal" relationship between the U.S. and Montego Bay. It was also clear that Sister Cities is known across Jamaica to a degree; "persons in the street" knew of the Atlanta/Montego Bay association, though not in any detail, and several other cities on the island want to establish such relationships.

Comments on the Sister Cities Mechanism

There is a formal, working Sister Cities committee in Montego Bay. It includes perhaps "40%" of the community spec-

trum which its members hope to have involved, overrepresenting the public sector. Members made a point of noting, however, that the committee is non-political.

This last point is important because "city hall" has changed hands from a left- to a right-of-center party and the current membership is identified with the previous administration. There may be a contest between the new Mayor and the present membership over whether the Mayor can appoint and dismiss members or whether the group is self-perpetuating.

Last year, for the first time, the committee attempted to set annual goals. These included writing a formal constitution, beginning a membership drive, becoming better known publicly, educating itself and the public regarding what Sister Cities is, learning why people join the organization, beginning a community project within Montego Bay (e.g., a day care center), and preparing a "calendar," or plan, for the committee. Progress in these areas has been unsystematic. The committee is pleased, however, with its choice of a public relations person, Roy Lawrence, who is truly "active."

At a meeting with committee members and others, the former spoke about the nature of their organization and of its strengths and weaknesses. A question from a non-member, someone who had attended the Labor Communications Workshop, went to the heart of a problem obvious to the outsider. In essence, this person asked, "What's here to attract me to membership? What is your organization all about?" The replies to her query included

noting that answering such questions was among the goals established last year.

It struck me that TAP, or SCI, could be helpful in this area, if TAP's own mission encompassed such assistance to overseas cities. In an interview, one committee member recalled that TAP had sent a manual on "SCI's structure" after a TAP visit last year.

At USAID, Sister Cities relationships were seen as sources of good will for the U.S. The functions they could perform included cultural exchanges, charitable activities, and developmental work. There was disappointment that SCI, for financial reasons, was not in a position to expand in Jamaica.²

Public Health Nurse Training Summary

Interview Strategy - I interviewed people who could describe the context within which the workshops occurred, how they originated and were implemented, and the benefits derived from them. Therefore, I spoke with people at Cornwall Regional Hospital, Sister Cities committee members, participants, and health-sector administrators at USAID. In addition, I visited one of the clinics served by a graduate of the training.

Interview Findings - More than one respondent pointed out that the name of the project is incorrect. The training has been for practitioners and managerial people in primary health care, not just for public health nurses. This care emphasizes prevention and, to a degree, relieves pressure on the hospitals by providing services in community clinics.

The purposes of the training were (1) to motivate participants to do planning, and equip them with the tools and (2) to accomplish the same in the area of improved communication--supervisors and subordinates, practitioners and patients.

With respect to the planning of the workshops, one interviewee said that initially he felt as if he had found "a guest on the doorstep." In the end, though, this proved valuable: the situation created pressure that made people "move" to get things done. Participants said they found the training techniques unusual and excellent, the instructors outstanding. The skills learned were being applied on the job. USAID, as well as nurses who completed the workshops, wanted to see the program extended to the entire island. A recent end-of-project evaluation of the Health Improvement for Young Children Project noted, as one "unplanned effect":³

Through the Sister Cities' organization, two one-week health care planning/communications workshops were held for 28 Cornwall health personnel during the period May 19-30, 1980, and follow-up was conducted in February 1981. The support for the health personnel's participation was funded by the project. Although in-service training topics are entirely consistent with the project's purpose, the idea of using a Sister City relationship (Montego Bay and Atlanta, the headquarters of INSA) to obtain technical assistance was not in the project design. Both the relationship which was established and the positive outcomes of the in-service training and follow-up are unplanned, beneficial effects which, from interview data, appear to be the subject of future planning in Cornwall . . . ~~The unplanned effects are serendipitous and salutary. They are of lasting benefit to the improved delivery of primary health care services in Jamaica.~~

Responding to experience, the workshops have undergone a change in structure. The first one was conducted in a single

location, necessitating the mixing of people who did not normally work together into "artificial work groups." This approach led to plans being produced at the workshop which could not be implemented.

Learning from this result, the INSA people went into the field during the subsequent two projects. This move permitted tailoring their teaching to more realistic situations and provided a means of evaluating the outcomes of the previous workshops. I was told, however, that a formal means for assuring that the training is applied should be built into the Jamaican context, e.g., by preparing supervisors to check that plans are revised as necessary.

The participants in the workshops have so far represented the middle and upper levels of local health personnel. Should additional sessions be held, this group is likely to remain the direct beneficiary of the program. As to the indirect clients, all classes in both urban and rural Cornwall should benefit equally in theory, but poorer people are likely to gain disproportionately.

Several factors will determine whether future workshops are held. One is money. Under the Health Improvement for Young Children Project, there was local control of funds. These were used to support the participants. Money in the new Health Management Improvement Project is centrally controlled.

A second factor is the availability of other training. Previously, Ministry of Health programs were aimed at a lower

level in the health care hierarchy. Now they are overlapping the group served by the TAP-sponsored workshops.

Another pertinent factor is that the "move from institutional care toward primary health care with community participation" has applied only within Cornwall County and now may not be completed even there.

Nevertheless, interviewees were nearly unanimous in saying that they would welcome another TAP-supported INSA visit if circumstances warranted it.

Labor Communications Training Summary

Interview Strategy - My approach here was the same as with the Public Health Nurse Training Workshops. Therefore, I spoke with Ministry of Labour, American Embassy, and USAID people; Sister Cities committee members; workshop participants; and the No. 2 executive at a major hotel in Montego Bay (specifically because his firm had been invited to attend the follow-up workshop, on Tourism Communications).

Interview Findings - TAP's project summary indicates that the Labor Communications Workshop project was initiated by a member of the Atlanta Sister Cities committee for Montego Bay, whom I interviewed over the phone. Both files research and respondents confirmed this fact. The same is at least as true for the Tourism Communications Workshop, the proposal for which was given to me shortly before I left for Jamaica. There seemed to be some feeling among Jamaica committee members that they should be more proactive.

These projects attempt to address what were and are highly volatile labor/management relations in Jamaica. Among the elements comprising this situation, I gathered, are (1) many authoritarian employers, especially in owner- or family-run enterprises, (2) powerful unions affiliated with political parties, and (3) touchiness among workers vis-a-vis the behavior of management. The second workshop focuses on an industry that declined sharply during the '70s because of Jamaica's political turmoil, but which, according to several interviewees, is becoming of great importance to the country.

An excerpt from the Tourism proposal (April 22, 1982) gives the flavor of both projects:

The project will provide . . . training and information in the areas of organizational communication, employee and tourist relations, and labor relations. The organizational communications component will result in a better understanding of management-labor communicative styles, and show the importance of the "image" that one portrays to the public in his/her environment. The relationship between open communication and trust will be stressed. The internal communications component will outline strategies for improving worker productivity by creating better lines of communication, verbal and written, between management and employee. The tourist relations component will not only demonstrate that the attitude of the management ultimately decides the treatment of the customer, but will also offer guidelines for setting up employee motivational and attitudinal training sessions. The last two days will be given over to the more sensitive issues of labor relations: grievance procedures, union negotiations, and arbitration.

Comments by labor workshop participants were generally positive regarding the presenters and contents, but less so than the case of the health projects. For instance, a respondent felt that one of the lecturers had not adapted the materials

to the Jamaican situation. A few said that another had not structured the information for ready assimilation by the attendees. And it was pointed out that the new workshop was not truly a "follow-up" to the first one: for example, it was not designed to evaluate the impact of the labor session in terms of on-the-job performance.

One interviewee noted that in Jamaica most courses on labor/management relations are "for middle- and upper-level people" and that the TAP-supported workshops are in this mold. I did not learn whether and how these clients pass on the lessons so that "the urban poor majority" benefits.

Regarding such courses in general, I was told that the Jamaican Institute for Management Training, the Jamaican Industrial Development Corporation, the University of the West Indies, the Ministry of Labour, and other organizations provide training in "personnel and industrial relations." Since most of this work is done in Kingston, the smaller Montego Bay business finds it hard to take advantage of. A large hotel, however, can and does spend the money to bring training for its employees to Montego Bay--or to send people to the capital. In that light, I wondered why major hotels were being invited to the Tourism Communications Workshop by the Sister Cities committee.

KENYA

General Comments by the Interviewer

In addition to the principals at the Kisumu Town Council, I was able to speak with a number of groups and individuals

representing district government, provincial government, national government, tribal government, Harambee (self-help) groups, and the private sector. I got a relatively good impression of the serious problems facing the urban poor of Kisumu. There is little doubt that the three areas of Sister Cities projects--technical education, community health, and environmental engineering--are among the primary needs of the area.

All interviewees were extremely cooperative and, once they understood my role as an independent evaluator, were very frank in expressing their assessment of the technicians' assistance as well as their expectations for further cooperation with their sister city. The general technical competence of the majority of interviewees was very high, with most senior officials having postgraduate degrees in the speciality.

In general it could be said that the information provided by the technicians was perceived to be of the highest quality and well received. It could also be said, however, that most of the assistance provided was not critical to the success of the project in question. With the exception of environmental engineering, it was the perception of almost all of the interviewees that the technical assistance was the first step of the cultural and technical exchange required prior to financial assistance from their sister city. Most respondents felt that this financial assistance was the key to the success for their project. The only exception to this was in the area of environmental engineering, where the technical assistance provided by

the Roanoke Town Engineer was perceived to be of extremely high value and critical to the overall success of Kisumu's anti-pollution efforts. The input of the other Sister City technicians, however, could best be described as technical information exchange rather than technical assistance. In a town the size of Kisumu, there are readily available sources of technical expertise. Although these sources may not be present within the municipal government, I spoke with numerous individuals within the Ministry of Labour's Industrial Training Centre and the Kisumu School of Nursing who were willing to assist the municipality if requested.

A brief analysis of Kisumu's financial condition and capital improvement budget reveals the city's dire need for funds. Last year, in fact, the deficit was \$500,000 in those funds required to maintain existing services alone. In an attempt to relieve the overcrowding in the cities, the central government is channeling most of its funds into rural development in order to stem the flow of urban in-migration. All of this is to say that small injections of private U.S. donations could have a large impact on the quality and quantity of municipal services to the urban poor.

It can safely be said that all interviewees who were directly involved in the Sister Cities program are very proud of their relationship with Roanoke. It is very important to them to know that there are people in the U.S. who have a genuine interest in their town's progress. At the same time, Americans are perceived to be very wealthy in comparison to themselves

and, therefore, it is natural to assume that their Sister City would provide some funding for development efforts.

Comments on the Sister Cities Mechanism

There is presently no formal Kisumu Sister Cities committee. Rather decisions, priorities, and communications are made on an ad hoc basis from either the Town Clerk's office, the Mayor's office, or the entire Town Council made up of the mayor, department heads, and 25 elected councillors. Although the Deputy Town Clerk is the administrative focal point of the Sister Cities relationship, the lack of a designated, workable committee has led to numerous problems in communication and project follow-up. It would also seem that there has been confusion in the States with regard to the communication between TAP in Washington and the committee in Roanoke. In the process of reading file materials and interviewing, I noted the following, for example:

- Kisumu engineers never received Tom Brady's final report.
- Mr. Owagi Otondi's trip report is still in Roanoke and to my knowledge has never been sent to Kisumu.
- Shipping documents were never received in Kisumu in order to get donated tools out of the customs office in Mombasa.

However, none of these items was very serious. For example, Brady's oral report and subsequent phone conversations seem to have sufficed.

There was general agreement concerning the length of study by Kisumu technicians in the U.S. and vice-versa. With regard to the former, it was not only felt that the time should

be longer, but also that the study should be for credit or some kind of certification. Many interviewees also expressed a desire for the Roanoke technicians to stay and work in Kisumu for up to two years.

As far as discussions with USAID and Embassy personnel are concerned, there was consensus that the Sister Cities Technical Assistance Program would provide an ideal mechanism for leveraging private sector contributions from Roanoke to Kisumu. Although these officials want little direct involvement in the program, they would greatly appreciate being informed of the planned and past activities in Kisumu, especially if contributions are involved.

There was no consensus by the respondents as to the methods or processes for project evaluation. USAID suggested a means, i.e., contracting with Partnership for Productivity (PFP) on a bi-annual basis. Embassy officials suggested that newly arriving technicians evaluate what past technicians did. One Kisumu official suggested quarterly newsletters. These would encourage local action, inform Roanoke, and enable the Town Clerk to monitor activities.

Manpower Training Summary

Interview Strategy - Primary emphasis was placed on interviewing those persons directly involved in the Rotary Youth Training Centre (RYTC), including the Director of Social Services & Housing, the Deputy Director, the RYTC manager, instructors, and a small sample of the students. Secondary

emphasis was placed on the officers and knowledgeable members of the Rotary Club. And lastly, considerable time was spent visiting similar facilities in the area, including the Ministry of Labour's Industrial Training Centre, the Kenya Industrial Estates, and the Ramogi Institute of Advanced Technology.

Interview Findings - This project was the first to be initiated under TAP. The objective of the project as defined by the Director of Social Services is "to significantly increase the effectiveness of vocational training through the development of improved plant and equipment so as to provide better opportunities for school leavers to become self-reliant."

This project is still in the planning phase with no identified progress towards implementation thus far. The principal interviewees had difficulty in defining their needs for the on-site consultation by the Roanoke technicians other than to say that they (the Kisumu people) had hoped that the information exchange would lead to financial support from Roanoke. Many of the recommendations made by the Roanoke technicians could have been implemented despite the lack of funds. These would include such things as revised administrative procedures, curriculum revisions, development of an advisory committee, and staff development. The only change specifically mentioned by the interviewees was the elimination of the physical education requirement. Nor was there any indication of a revised development plan as a result of the technicians' report. The primary constraints to implementation of the recommendations,

as elicited from the principal interviewees, included "inappropriateness of recommendation" or "lack of staff time." It should be mentioned here that the technicians' report was not widely circulated within either the Town Hall or Rotary Club because, it was said, it contained comments regarding absenteeism, for example, that were embarrassing to the local residents.

Although the RYTC students were very shy, my brief talks with them revealed a general satisfaction with the education they were receiving. But none had any post-graduation plans or aspirations.

In discussions with Rotary Club members, the general consensus was that the RYTC was a very worthwhile project for their sponsorship. Rotary has already developed an expansion plan for the center and, although I could only find one member who had read the technicians' report, none of the TAP suggestions had been incorporated into the Rotary plan. Rotary's objective for RYTC is to upgrade the existing facilities to such an extent that the Ministry of Education will be compelled to take it over from the municipality. Rotary feels that only then will the center get the proper level of funding and qualified staff to be an effective institution. Rotary is attempting to raise the capital improvement funds through two Rotary Clubs in Sweden which have agreed in principle to take the RYTC on as a project.

My visits to the Industrial Training Centre, the Kenya Industrial Estates, and the Ramogi Institute of Advanced Technology were for the purpose of assessing the availability of local expertise in vocational training. Both ITC and RIAT are very impressive, well-funded vocational training centers with a high degree of expertise and a willingness to assist RYTC with technical assistance if requested. Although KIE offers no vocational training, it would be willing to assist RYTC in setting up a small business management curriculum.

Unfortunately, I was never able to contact the masonry instructor at RYTC to get his assessment of the skills transferred by the Roanoke masonry technician. The director of the RYTC, however, said that both instructor and students were very pleased with this assistance.

According to a letter dated February 1982 from the Roanoke Sister Cities committee, the committee will be attempting to raise \$25,000 for the RYTC with the assistance of the TAP staff in Washington. The principal interviewees in Kisumu, including the Mayor and elected officials, have high expectations that the funds will be forthcoming.

Community Health Nursing

Interview Strategy - Primary emphasis was placed on interviewing the participants and presenters in the community health workshop. I was also able to tour five municipal clinics and dispensaries, as well as the Kisumu Nursing School. There I spoke with the Director and Matron. I had originally intended to speak with the owner of Equator Bottlers, but he was in

Nairobi on business. When I found out that their contribution was less than \$100 for workshop refreshments, I decided it wouldn't be worthwhile to pursue this contact. Also, the municipal nursing administrator was out of town.

Interview Findings - The consensus of the participants was that the ten-day community health workshop was excellent. Although most felt that the subject matter was a basic review of what they learned in school, the way in which it was presented and the unique use of group problem-solving techniques made the workshop extremely interesting. All participant interviewees would have greatly appreciated lunch during the workshop so as to avoid the inconvenience of traveling long distances to their homes during the noon hour.

A review of the files revealed only four evaluations out of 43 participants. Three of the evaluations were very positive. The fourth stated that it was not necessary to import expatriate nurses when there were Kenyan nurses with equal skills. None of the interviewees, however, reflected this feeling. The files also contained the report of Nurse Pam Brady, who accompanied her husband Tom, at no cost to TAP, with her evaluation of the workshop. In her discussions with the participants she, too, found that the workshop was greatly appreciated. The remainder of her report listed the many deficiencies in care and facilities she found while touring the municipal clinics. As far as I could determine, there seemed to be little, if any, change in the actual facilities or procedures as a result of either the workshop or Pat Brady's report. This was

confirmed by the senior health staff, who felt that improvements could only be made through additional funding for staff and facilities.

There was a large diversity of opinion with regard to health care priorities. The senior health staff felt additional transport would be useful so that they could better monitor the outlying areas. The clinical officers felt that operating theatres should be added to the clinics so that they could perform minor surgical procedures, thereby relieving the overcrowding in the municipal hospital. The provincial health officers felt that a clean water supply and latrines should be the highest priority. And a key city government official felt that the highest health priority was in building more clinics in order to serve the periphery of the town.

Environmental Engineering

Interview Strategy - Primary emphasis was placed on interviewing the Town Engineer and his deputy. Secondary information was obtained from the sanitation officer in the health department as well as the Mayor and elected officials. I also attempted to do a file search in order to document the action taken as a result of the Roanoke technician's recommendations. In particular, I wanted to see letters from the railroad, Kicomi Mills, the sewage consultants, and the Ministry of Water Development but, because the copying machine was broken, these were never shown to me. I did, however, take a tour of all the trouble spots mentioned by the technician and found that little action had been taken as yet to rectify the problems.

Interview Findings - Of all the projects in Kisumu, it seems to the interviewer that this project has the greatest potential for success. Neither the Town Engineer nor the Deputy Engineer are specialists in sewage engineering or pollution control. In addition, this expertise does not seem to be available locally either through the Ministry of Water Development or the private sector. Although the Roanoke technician, Tom Brady, presented his report orally to the health subcommittee of the Town Council and left a brief written report upon his departure from Kisumu, his detailed final report had never been received by the principals. I left my copy with the Town Engineer. Both he and his deputy had an opportunity to read the report prior to my interviews. Both felt the report was extremely professional. Even without the report, however, a good deal of impact can be attributed to Brady's presence in Kisumu as follows:

- By making oral presentations to the Town Council and the provincial representatives of the ministry of Water Development, Brady was able to develop an awareness concerning the potential dangers of polluting Lake Victoria. This awareness has since taken the form of scheduled monthly meetings among municipal, district, and provincial engineers in order to coordinate pollution control. In addition, the Town Council passed a resolution to take all those steps necessary to prevent the further pollution of the lake.
- Brady's discussions with Kenya Railway officials led to an agreement on the part of the railway to construct an oil separator at their repair shed in Kisumu. The Deputy Town Engineer suggested that, if Brady had not been there, the railway officials would most likely not have even allowed an inspection of their facility.
- Brady identified a construction flaw in a trickling filter at the main sewage facility. He also suggested that an oil separator be installed at the facility.

Both these items have been included in the specifications for a sewage plant improvement contract.

- Brady noted that the banks of the sewage lagoons were collapsing and weeds were retarding the aeration process in the lagoons. Both problems were being tended to during my visit.

There seemed to be some confusion over the reasons for the poor performance of the trickling filter sewage facility. The Deputy Engineer felt that the poor performance was due to the oil coming into the system. Brady, however, stated that if the PH of the effluent from the local mill were adjusted to the proper level, the system would function at greater efficiency. The Deputy Engineer said he would investigate the matter further.

The interviewer suggests that the keys to Brady's success may be as follows: (1) Brady established a clear consensus among the principals as to the objectives of his consultancy prior to beginning his work, (2) his area of expertise was unique in relation to local capabilities, (3) his reports were professionally done, and (4) he presented his findings orally to those individuals who had the power to take action.

On-the-Job Training

Interview Strategy - Lengthy discussions were held with both men who had visited Roanoke, but it was difficult to elicit the specifics of what they learned while there. In addition, I spoke with the Deputy Town Engineer in order to understand his expectations for his upcoming visit to Roanoke in June. And, lastly, I spoke with numerous individuals in the Town Hall in order to find out what they learned from the two visitors to Roanoke.

Interview Findings - For the most part, the Director of Social Services and Housing reiterated those things contained in his report. In general, his trip could not be called on-the-job training, rather, he was able to observe, not participate in, most of the elements of Roanoke city government. Because he was an administrator rather than a technician, he was not able to comprehend a lot of the more technical information he received. He would have very much liked to spend more time in Roanoke in order to study the vocational training facilities in more detail. Basically, he was quite impressed with the tools, equipment, and buildings he saw in Roanoke. He felt that if these things were available at the RYTC, his students would have a far greater opportunity for employment. The culmination of his trip to Roanoke is a proposal for \$33,000 to fund such things as new workshops, masonry equipment, an outlet store, and tools. He was of the understanding that these funds would be provided by USAID through Sister Cities International.

My discussions with Mr. Otondi, the Senior Clinical Officer, were more lengthy due to the fact that no detailed trip report was available. I found a brief letter of appreciation from Mr. Otondi to the Medical Officer of Health but nothing detailing what he saw or learned. Like Mr. Nyoake-Owours, Mr. Otondi had no formal training in Roanoke but was able to observe the public health facilities and ask questions.

He was constantly struck by the sophistication of the equipment and facilities he saw and the apparent lack of

patients. His general conclusion from his visit was that Americans are not only very healthy, but also very wealthy. He was particularly impressed with the care given to senior citizens and felt that this kind of care would soon be a problem in Kenya. He was also impressed with the inflatable splints he saw.

Mr. Otondi felt that his visit to Roanoke was much too brief. He hopes that in the future he will be given the opportunity to study eye care and advanced dental care in detail. One of the main things he learned was the extent of the inferiority of health care in Kisumu. He had spent a lot of time in Nairobi becoming a clinical practitioner. As such, he is qualified to perform minor surgical procedures and dental care. His frustrations stem from the fact that his clinic in Kisumu has no operating room or dental instruments, thereby making his skills useless.

Mr. Okello, the Deputy Engineer, will visit Roanoke in June. He was quite explicit as to what he wanted to study. It was suggested by the Town Clerk that Mr. Okello put this in writing in order to assist his hosts in Roanoke in planning his visit. One thing that was very surprising to me is that the Town Engineer had no idea his deputy was going to Roanoke. This may have to do with internal politics, but the general lack of communication would seem to considerably hamper the whole concept of On-the-Job Training and dissemination of lessons learned.

Lastly, it should be mentioned that in discussions with the Mayor he said that he hoped he and a few of his councillors would have the opportunity to travel to Roanoke in the near future in order to study the decision-making process.

LESOTHO

General Comments by the Interviewer

My time was severely cramped by the Easter holidays, which in Lesotho included Good Friday, Saturday, and Easter Monday. However, I did take the liberty to contact interviewees at their homes and everyone was extremely cooperative. Some even came to my hotel for discussions on Easter Sunday. Fortunately, I was able to spend almost a whole day at Queen Elizabeth II Hospital and, although everyone was busy with the post-holiday rush, they were kind enough to take the time to talk with me.

The primary emphasis of my interviews was to assess the long-term benefits to Maseru as a result of Dr. Fogarty's work. The immediate impact of 1,000 surgical procedures was self-evident. Although I did not research each case history, there was little doubt the Dr. Fogarty saved the lives of many severely burned children, relieved many patients of debilitating disabilities, and improved the lives of many disfigured Basuto.

Secondary emphasis was placed on reviewing the Sister Cities mechanism in Maseru. All interviewees agreed that it

was necessary to improve the decision-making structure and communications link between Maseru and Austin. Unfortunately, a principal contact, Mr. Makeka of the Cabinet Office, was out of town attending a "Law of the Seas" conference. I spoke briefly on the phone to other individuals in the Cabinet Office, but no one had any knowledge of the Sister Cities relationship. A letter should be sent to Mr. Makeka requesting input into possible improvements to or establishment of a Maseru Sister Cities committee.

Comments on the Sister Cities Mechanism

The hospital interviewees had very few comments on the Sister Cities mechanism. Any requests for physicians or facility improvements must go to the Central Health Planning Unit in the Ministry of Health. Hospital personnel did not feel that it would be appropriate for them to participate in a Sister Cities committee. Participation should rather come from someone in the Health Planning Unit. The director of the unit, Mrs. Borotho, who has been in her post for three years, had no idea what the Sister Cities program was. She thought Dr. Fogarty had come to Maseru through the total auspices of INTERPLAST. She was very thankful for my explanation of the role that Sister Cities played in the project. She felt that her office should be represented on a Sister City committee if established. She felt that the Sister City program should probably work the same way as the existing relationship between Lesotho and the Presbyterian Service Committee of Canada. In this relationship, the coordination and admin-

istration are done through the Cabinet Planning Office with follow-up and evaluation carried on by her office.

The consensus of the interviewees was that there is a definite need for a more formalized Maseru Sister City committee and that it should be administered by either the Cabinet Planning Office or the Office of the Town Clerk, which is presently under the Ministry of the Interior. A number of interviewees asked for my advice as to how to go about establishing such a committee. I told them that, although it was not my place to make such recommendations, they might consider setting up a steering committee made up of all those people who are presently familiar with the Sister Cities program, as well as the Town Clerk and the Permanent Secretary of the Ministry of the Interior. The steering committee might be made up of the following individuals and convened by the Town Clerk:

Town Clerk (secretary)
Mr. Mabathana, one of the initiators of the SC relationship
Mr. Makeka, Senior PS of the Cabinet
Dean Bernius, USAID
Joan Khabele, Professor at the University of Lesotho
and daughter of Bertha Means, of the Austin SC committee
Chief Masupha Seeiso, Administrator of Maseru Capitol.

I can't be sure if this committee will ever be convened. It depends on the interest and leadership of the Town Clerk and the cooperation of Mr. Makeka. It was my understanding from Joan Khebele that Mr. Makeka was waiting for passage of the Urban Reorganization Bill in parliament before restructuring the Sister City committee.

Burn Care/Reconstructive Surgery

Everyone who had met or worked with Dr. Fogarty had nothing but the highest regard for his surgical skills, teaching methods, energy, and dedication. A minimum of 1,000 patients directly benefited from his medical services. Approximately half of these were children and over 90% could be termed poor. There were also at least 125 nurses, clinical officers, and other physicians who learned a great deal about burn care and reconstructive surgery through lectures and demonstrations given by Dr. Fogarty. In addition, Dr. Fogarty established the "Austin Sister Cities Burn Care Room". The hospital administrators agreed to convert an old kitchen into an isolated burn dressing room so as to reduce the chance of infection from other patients in the children's ward. Dr. Fogarty and his family spent one whole Saturday painting the floor and walls of this new room.

Dr. Fogarty also trained a counterpart, Dr. Mohapi, during his first six months' stay in Lesotho. Ms. Mohapi was the first person I phoned upon my arrival in Maseru. And it was a good thing, because she was leaving for Zimbabwe in two days' time where she was taking up permanent residence with her Zimbabwean husband. She will be sorely missed by the QE II hospital staff. Dr. Mohapi learned a great deal from Dr. Fogarty. Her leaving does not detract from the impact of the Sister City program inasmuch as she will be assisting many Zimbabweans with her new found burn-care skills. It

does, however, leave QE II hospital sorely lacking in the area of plastic surgery.

It should also be mentioned that counterpart training by specialized surgeons will have a limited impact in Maseru. This is due to the fact that none of the Basuto physicians is able to perform anything other than routine surgery due to their lack of residency training. In order for someone like Dr. Mohapi to be able to replicate Dr. Fogarty's surgical techniques, she must first pursue a two-year program of resident surgery in an approved hospital.

There are presently only three qualified surgeons at QE II hospital and they are all general surgeons. Specialized surgery is done either by sending the patient to a South African hospital in an emergency or through the visiting surgeons program in which South Africa specialists come to QE II on one weekend per month. In fact, it was through this program that Dr. Fogarty was identified and recruited. A noted South African plastic surgeon, Dr. Melharvey, recognized the need for a resident plastic surgeon for Maseru and initiated the recruitment effort through INTERPLAST, of which he was a member. It is my understanding that INTERPLAST contacted Austin for supplemental funding for Dr. Fogarty.

In conclusion, then, it can be said that Dr. Fogarty did an admirable job and benefited a large number of Basuto. At the same time, it is discouraging to learn of the lack of replicability of his surgical techniques, the departure of

his counterpart from Maseru, and the fact that the project was initiated by a Capetown surgeon rather than local officials.

On-the-Job Training

Dr. Mohapi spent three months at Stanford furthering her studies of basic anatomy and the principles of reconstructive surgery. Although the training was interesting, Dr. Mohapi had no opportunity to gain hands-on experience.⁴ Most of her time was spent in observation and reading case studies. She stated that her best training was in Lesotho understudying Dr. Fogarty.

Dr. Mohapi was able to spend 2½ days in Austin on her return from California. She was able to address the Austin Sister Cities committee concerning the health conditions in Lesotho and the impact of Dr. Fogarty's work. The committee offered her all the assistance, both technical and financial, that they could muster. She passed on this offer to her superiors in Maseru, but felt that no one at QE II had yet taken the initiative to follow up on this generous offer.

A CLOSING NOTE ON IMPACT

Our field visits (plus the information collected from files, phone interviews, meetings with TAP) suggest that TAP's project support has had and/or could have positive effects on residents of the Third World, as well as involve skilled First Worlders.

Both impact and the possibility of measuring it can increase during the last ten months of TAP's "institutional

development." This increase can be brought about by work on business/mission and specific objectives, by consistency in matching potential projects with TAP aims, and by data collection geared to goals and organizational capacity. The results will be a bringing together of "Attainment of Project Goals" and "impact," making the former a measure of the latter, and a decrease in the need to estimate attainment.

Such progress will be of substantial benefit to TAP and AID.

METHODOLOGY

The bar chart and list of activities at the end of this chapter, which were updated to reflect a change in the overall length of the evaluation, provide a general picture of how the work was conducted. What follows is an explanation of key components:

- o Files--TAP reviewed its files, producing "indexes" based on a model provided by Druben & Ricci. We used these when doing our file research. A sample index appears on the next page.
- o Q&A--In structured "question-and-answer" sessions with Jim Ekstrom, Ed Perez, and Martha Lamborn, of TAP, and Tom Gittens, Executive Vice President of SCI, we sought information and played gadfly to gain an understanding of the perspectives and approaches at SCI/TAP.
- o Overseas--Starting with lists from TAP of prospective interviewees and a set of questions derived from the contract for the evaluation, we visited Nairobi and Kisumu in Kenya, Maseru in Lesotho, and Kingston and Montego Bay in Jamaica. We talked with 70+ people, a number far exceeding the base with which we began. These respondents included host-country Sister Cities committee members, project participants and beneficiaries, people who could speak knowledgeably about the environment within which projects were conducted, persons at organizations offering alternatives to the services sponsored by TAP, and so forth. We also did file research on-site, where possible.
- o Stateside--At two points, about a month apart, we interviewed a total of more than twenty people who were either directly or indirectly involved in providing services in TAP-funded projects. Included were Sister Cities committee members, "volunteer consultants," and people at organizations which had cooperated with TAP. The first round of interviews focused on the cities we were visiting abroad; the second on ones we would not get to. The telephone discussions were structured, each using the same basic questions.

- o "Review-Specific Memos"--In conjunction with the other means used, we asked TAP for responses to various questions arising out of our review of their operations. These responses, the most voluminous of which was the Project Analysis Sheets, included memos initiated by TAP to assist us in understanding the views and activities of its managers.

	1/25	2/1	2/8	2/15	2/22	3/1	3/8	3/15	3/22	3/29	4/5	4/12	4/19	4/26	5/3	5/10	5/17	5/24	5/31	6/7	6/14	6/21	6/28	7/5
ADMIN					Star Bon Derry																			
FILES					a					d														
Q&A																								
OVERSEAS					b					e														
STATESIDE								c(1)	pre- call	← STAN			c(2)		pre- call	BON								
ANALYSIS																								
WRITING																				f		g		

76

TAP
EVAL.

3/18/82 ~~2/12/82~~
Second Draft
Sdruben

NOTES REGARDING 2/12/82 BAR CHART FOR SCI/TAP EVALUATION

2/24 For Africa-trip projects, TAP provides D&R with (a) "index" to files and project analysis chart and (b) list of prospective in-country interviewees.

2/26 After review with D&R, TAP notifies interview prospects of upcoming visit.

3/3 (A.M.) D&R does Africa-trip file research at TAP.

3/10 (9:30-11:30 A.M.) Ekstrom, Perez, and Druben hold Q&A session.

3/15 TAP provides list of prospective Stateside interviewees (c Part 1).

3/17 After review with D&R, TAP notifies interview prospects of upcoming calls.

4/2 ~~3/22~~ For all remaining projects, TAP provides (d) "index" and project analysis chart and (e) list of prospective in-country interviewees.

3/31 TAP notifies Jamaica prospects.

4/6 & 8 D&R does file research at TAP.

4/9 ~~3/22~~ (9:30-5:30) Gittens (all day or afternoon only depending on availability), Ekstrom, Perez, and Druben hold Q&A session.

4/21 (9:30-11:30 A.M.) Oral progress report to AID by Ekstrom, Perez, and Druben.

6/7-11 (f) SCI/TAP reviews draft report.

6/21-25 (g) AID reviews draft.

7/7 (9:30-11:30 A.M.) AID, SCI, D&R consider implications of evaluation.



The President of the United States
Secretary Chairman

March 19, 1982

Rochester, NY - Bamako, Mali: Urban Planning Project, Phase II, Sanitation

6A	Proposal: Cooper-Ekstrom Cooper-Ekstrom Final Report: Cooper-Ekstrom	21 July 1980 25 July 1980 22 July 1981
6B	Background: Jerry Drew Proposal: Ahmed Interim Report: Ahmed Interim Report: Ahmed Interim Report: Ahmed	Last Document in File 23 May 1978 14 May 1979 18 September 1979 12 June 1980
8A	Initiators: Proposal: Ahmed	23 May 1978
10A	Follow-up Suggested: Final Report	22 July 1981
14A	TAP Costs: Ekstrom-Foley	12 February 1981

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Follow-Up

FOOTNOTES

EXECUTIVE SUMMARY AND RECOMMENDATIONS

- ¹From the "Soundview Summary" (January 1982) of Top Management Strategy: What It Is and How to Make It Work, by Benjamin B. Tregoe and John W. Zimmerman
- ²"TAP's technicians" is shorthand. Strictly speaking the technicians are the providing Sister City's, though TAP is, of course, accountable for the grants which put the technicians into action.

PROGRESS ON GRANT OBJECTIVES

- ¹"Statement of Work" in AID Contract #PDC-0100-C-00-2031-00, Effective date: January 25, 1982
- ²Memo from Druben & Ricci to TAP on "Documents Search," 2/3/82
- ³Successful Management by Objectives: An Action Manual, 1978
- ⁴Project Analysis Sheet: Coral Gables/Cartegena Paramedical Training Project, April 5, 1982 (copy in Appendix)
- ⁵Management Decisions by Objectives, 1969

THE SISTER CITIES APPROACH

- ¹April 2, 1982 memo on "TAP and Broader SCI Program"
- ²The Montego Bay Committee of the Atlanta Sister Cities Commission Tourism Communications Workshop Proposal to Sister Cities International, April 22, 1982
- ³Based on the Project Analysis Sheets
- ⁴Memo from TAP to Druben & Ricci on "How Project Requests are Initiated" and other subjects, March 23, 1982
- ⁵From a February 19, 1982 Ekstrom/Druben memo on "Degree of TAP Involvement in a Project" (to be found in the Appendix immediately following the Project Analysis Sheets)
- ⁶Memo from Urquhart to Thomas Fox on "Evaluation of Sister Cities International Projects in Peru and Liberia," August 20, 1979

⁷ It should be noted, though, that in one instance host-country interviewees felt a key consultant had not prepared well, did not present materials in the clearest way, left before the project was over, and chose, inappropriately, to comment on the political situation in the country (however, qualifications per se were not questioned). Moreover, the host-country interviewees charged that this consultant was instrumental in setting up a second project to which they had little input, but which was accepted by TAP in the form presented.

It cannot be determined whether such an occurrence is or is not an aberration nor whether the perceptions are accurate.

⁸ Letter from Ekstrom to Druben, April 19, 1982

⁹ Memo from Ekstrom to Druben on "'Short-term' volunteer consultants," April 14, 1982

¹⁰ Excluding Dr. David Fogarty's atypically long consultancy in Lesotho (January - July 1980)

¹¹ Memo from TAP to Druben & Ricci on "Pre-departure briefings for TAP technicians," April 6, 1982

¹² Carlisle, Howard. Management: Concepts and Situations (1976)

¹³ April 2, 1982

¹⁴ The Grantsmanship Center News, January/February 1981

¹⁵ 1981 PES

¹⁶ This discussion touches on the major portion of TAP's fundraising, but not the full program.

¹⁷ Memo from TAP to Druben & Ricci on "Plan and Progress for TAP's Fundraising Campaign," April 2, 1982

THE IMPACT OF TAP

¹ Memo from Ekstrom to Druben on "Attainment of Project Goals," February 19, 1982 (copy at end of the Appendix)

² In reviewing the draft of this report, TAP indicated that the situation has changed and there will be additional Sister Cities in Jamaica.

³ Henn, Albert and Lynn Krauff. "Health Improvement for Young Children Project (532-0040): End of Project Evaluation" (Submitted to USAID/Jamaica, March 16, 1982)

⁴ Commenting on the draft, TAP observed that hands-on experience would not be legal.

APPENDIX*

*The Project Analysis Sheets are in alphabetical order by Third World country. These analyses are followed by memos on "Degree of TAP Involvement in a Project" and "Attainment of Project Goals."

sister cities INTERNATIONAL

The President of the United States
Honorary Chairman

5 April 1982

NAME OF PROJECT: Burbank, CA - Gaborone, Botswana
Burn Care-Reconstructive Surgery Project, phase II

NAME OF TECHNICIAN: Dr. Ronald M. Sato, Surgeon, INTERPLAST

DATES OF PROJECT: 6 January - 1 February 1981. Dates include two weeks
for pre-travel orientation, travel to and
from Botswana, report preparation.

DIRECT CLIENTS: 15 surgical patients

INDIRECT CLIENTS: 1. Gaborone residents who will receive treatment from
physicians and nurses trained by Dr. Sato
2. Families of previously disabled persons who received
surgical treatment as a result of program

NEEDS ADDRESSED: 1. Surgical help for needy patients, mostly children,
suffering from disabling birth defects and burns
2. Training for medical personnel on latest techniques
used in treating patients having disabling birth
defects and burns.

PROGRAM AREA: Professional Medical Services

FUNDS PROVIDED BY TAP: \$3,169 (airfare and per diem)

TOTAL \$ SIZE OF PROJECT: 1. \$3,169 TAP grant
2. 3,990 Prof. services of Dr. Sato (21 days @ \$190)
\$7,159 TOTAL

DEGREE OF TAP INVOLVEMENT: 3*

ATTAINMENT OF PROJECT GOALS: 2**

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT
** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

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Honorary Chairman

5 April 1982

NAME OF PROJECT: Los Angeles, CA - Salvador, Bahia, Brazil
Geriatric Recreational Therapy Project

NAME OF TECHNICIAN: Dr. J. Tillman Hall, Professor of Physical Education,
University of Southern California

DATES OF PROJECT: 13 July - 27 August 1981. Dates include two weeks
for pre-travel orientation, travel to and from
Brazil, report preparation

DIRECT CLIENTS: 38 geriatric patients at Santa Isabel Hospital

INDIRECT CLIENTS: Geriatric patients who will use the Santa Isabel
Hospital in the future

NEEDS ADDRESSED: Inadequate therapy program for needy geriatric
patients at Santa Isabel Hospital

PROGRAM AREA: Disabled

FUNDS PROVIDED BY TAP: \$3,104 (airfare, per diem)

TOTAL \$ SIZE OF PROJECT:

1. \$3,104 TAP grant
2. 2,400 Professional services of Dr. Hall
3. 500 Project coordination provided by
L.A. Sister City Committee, estimated
by IASCC

\$6,004 TOTAL

DEGREE OF TAP INVOLVEMENT: 3*

ATTAINMENT OF PROJECT GOALS: 3**

* See Memorandum, 19 February 1982, DECREE OF TAP INVOLVEMENT IN A PROJECT

** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

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5 April 1982

NAME OF PROJECT: Miami, FL - Bogota, Colombia
Physical Rehabilitation Training Project, phase I.

NAME OF TECHNICIAN: Mr: Martin Carrillo, Registered Physical Therapist,
Miami, FL

DATES OF PROJECT: 23 July - 9 August 1981. Dates include two weeks
for pre-travel orientation, travel to and
from Colombia, report preparation

DIRECT CLIENTS: 50 Colombian health professionals and parents of
cerebral palsied children

INDIRECT CLIENTS: Colombian cerebral palsied children who will benefit
from therapy treatments by Direct Clients

NEEDS ADDRESSED: Inadequate knowledge of modern rehabilitation tech-
niques for use with cerebral palsied children

PROGRAM AREA: Physical Rehabilitation

FUNDS PROVIDED BY TAP: \$757 (airfare, perdiem)

TOTAL \$ SIZE OF PROJECT:

1.	\$	757	TAP grant
2.		300	Prof. services of Mr. Carillo (Fundacion para el Nino Diferente)
3.		350	Workshop facilities (Fundacion para el Nino Diferente)
4.		600	Project planning, including travel to Bogota (Peter Ehrlich, Miami/Bogota Sister City Committee)
			<u>\$2,007</u> TOTAL

DEGREE OF TAP INVOLVEMENT: 3*

ATTAINMENT OF PROJECT GOALS: 4**

- * See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT
** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

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5 April 1982

NAME OF PROJECT: Miami, FL - Bogota, Colombia
Physical Rehabilitation Training Project, phase II

NAME OF TECHNICIAN: Mr. Martin Carrillo, Registered Physical Therapist,
Miami, FL

DATES OF PROJECT: 10 - 28 March 1982. Dates include two weeks for
pre-travel orientation, travel to and from
Colombia, report preparation.

DIRECT CLIENTS: Health professionals (60) and parents of cerebral
palsied children

INDIRECT CLIENTS: Colombian cerebral palsied children who will benefit
from therapy treatments by Direct Clients

NEEDS ADDRESSED: Inadequate knowledge of modern rehabilitation techniques
for use with cerebral palsied children

PROGRAM AREA: Physical Rehabilitation

FUNDS PROVIDED BY TAP: \$822.00 (airfare, perdiem)

TOTAL \$ SIZE OF PROJECT:

1.	\$	822	TAP grant
2.		200	Prof. services of Mr. Carrillo (Bogota Sister City Committee)
		<u>\$1,022</u>	TOTAL

DEGREE OF TAP INVOLVEMENT: 3*

ATTAINMENT OF PROJECT GOALS: 6**

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT
** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

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5 April 1982

NAME OF PROJECT: Coral Gables, FL - Cartagena, Colombia
Paramedical Training Project

NAME OF TECHNICIANS: 1. Chief Jim Holland, Dade Co. Parks Dept.
2. Mr. Carlos Abrilli, Dade Co. Parks Dept.

DATES OF PROJECT: 29 April - 17 May 1981. Dates include two weeks
for pre-travel orientation, travel to and from
Colombia, report preparation.

DIRECT CLIENTS: 50 persons charged with protecting beach users

INDIRECT CLIENTS: Persons who do not drown as a result of increased
capacity of Direct Clients

NEEDS ADDRESSED: Inadequate water safety skills training

PROGRAM AREA: Paramedical Training

FUNDS PROVIDED BY TAP: \$1,090 (airfare, per diem)

TOTAL \$ SIZE OF PROJECT:

1.	\$1,090	TAP grant
2.	275	Prof. Services, Chief Holland Dade Co. Parks Dept.)
3.	228	Prof. Services, Mr. Abrill (Dade Co.)
4.	465	Buoys, Lifesaving manuals, translation of manuals (Dade Co. Parks Dept.)
5.	175	Medical supplies (See Medical)
	<u>\$2,233</u>	TOTAL

DEGREE OF TAP INVOLVEMENT: 3*

ATTAINMENT OF PROJECT GOALS: 3**

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT

** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

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Honorary Chairman

5 April 1982

NAME OF PROJECT: Fort Lauderdale, FL - Medellin, Colombia
Burn Care-Reconstructive Surgery Project

NAME OF TECHNICIANS: 1. Dr. Richard Jobe
2. Dr. Roberto Palma

DATES OF PROJECT: 7 October - 2 November 1980. Dates include two weeks for pre-travel orientation, travel to and from Colombia, report preparation.

DIRECT CLIENTS: 1. 23 patients receiving free reconstructive surgery
2. Colombian medical professionals trained in reconstructive surgery techniques

INDIRECT CLIENTS: 1. Medellin residents who will receive treatment from physicians and nurses trained by the team
2. Families of previously disabled persons who received surgical training as a result of the program

NEEDS ADDRESSED: 1. Surgical help for needy patients, mostly children, suffering from disabling birth defects and burns
2. Training for medical personnel on latest techniques used in treating patients having disabling birth defects and burns.

PROGRAM AREA: Professional Medical Services

FUNDS PROVIDED BY TAP: \$1,238 (2 airfares)

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TOTAL \$ SIZE OF PROJECT:	1.	\$1,238	TAP grant
	2.	2,328	Prof. services of Dr. Jobe (\$194/day x 6 days/week x 2 weeks)
	3.	2,328	Prof. services of Dr. Palma (\$194/day x 6 days/week x 2 weeks)
	4.	2,328	Prof. services of Dr. Turner (\$194/day x 6 days/week x 2 weeks)
	5.	2,328	Prof. services of Dr. Dunkle (\$194/day x 6 days/week x 2 weeks)
	6.	1,238	2 airfares (INTERPLAST)
	7.	300	Medical equipment (Dr. Jobe)
	8.	395	Materials, administration (INTERPLAST)
	9.	150	Ground transportation (Colombian Society of Plastic Surgeons)
	10.	3,920	Living expenses (Colombian Society of Plastic Surgeons) (\$70/day x 4 people x 14 days)
		<u>\$16,553</u>	TOTAL

DEGREE OF TAP INVOLVEMENT: 3*

ATTAINMENT OF PROJECT GOALS: 3**

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT
** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

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Honorary Chairman

2 April 1982

NAME OF PROJECT: Coral Gables, FL - Quito, Ecuador
Physical Rehabilitation Training Project, phase I

NAME OF TECHNICIAN: Martin Carrillo, Registered Physical Therapist,
Miami, FL

DATES OF PROJECT: 12 - 28 March 1981. Dates include two weeks for
pre-travel orientation, travel to and from
Ecuador, report preparation.

DIRECT CLIENTS: 78 Ecuadorian health professionals and parents of
cerebral palsied children

INDIRECT CLIENTS: Ecuadorian cerebral palsied children who will benefit
from therapy treatments by Direct Clients

NEEDS ADDRESSED: Inadequate knowledge of modern rehabilitation techniques
for use with cerebral palsied children

PROGRAM AREA: Physical Rehabilitation

FUNDS PROVIDED BY TAP: \$593 (airfare, perdiem)

TOTAL \$ SIZE OF PROJECT: 1. \$ 593 TAP grant
2. 400 Prof. services of Mr. Carrillo
(Quito Sister City Committee)
3. 250 Local transportation, meeting place
for conference (Quito Sister City Committee)

\$1,243 TOTAL

DEGREE OF TAP INVOLVEMENT: 3*

ATTAINMENT OF PROJECT GOALS: 6**

OTHER: Mr. Carrillo participated in 1981 PES review with AID.

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT
** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

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Honorary Chairman

5 April 1982

NAME OF PROJECT: Coral Gables, FL - Quito, Ecuador
Physical Rehabilitation Training Project, phase II

NAME OF TECHNICIAN: Martin Carrillo, Registered Physical Therapist,
Miami, FL

DATES OF PROJECT: 11 - 29 November 1981. Dates include two weeks for
pre-travel orientation, travel to and from
Ecuador, report preparation.

DIRECT CLIENTS: 70 Ecuadorian health professionals

INDIRECT CLIENTS: Ecuadorian cerebral palsied children who will benefit
from therapy treatments by Direct Clients

NEEDS ADDRESSED: Inadequate knowledge of modern rehabilitation techniques
for use with cerebral palsied children

PROGRAM AREA: Physical Rehabilitation

FUNDS PROVIDED BY TAP: \$769 (airfare, per diem)

TOTAL \$ SIZE OF PROJECT:

1. \$ 769 TAP grant
2. 400 Prof. services of Mr. Carillo
(Quito Sister City Committee)
3. 250 local transportation, meeting place for
conference (Quito Sister City Committee)

\$1,419 TOTAL

DEGREE OF TAP INVOLVEMENT: 3*

ATTAINMENT OF PROJECT GOALS: 6**

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT
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5 April 1982

NAME OF PROJECT: Oakland, CA - Sekondi-Takoradi, Ghana
Vocational Rehabilitation Project, phase I

NAMES OF TECHNICIANS: 1. Mr. William C. Wieggers, Executive Director, Goodwill Industries of the Greater East Bay, Inc., Oakland CA
2. Mr. Fred E. Strickney, President, Alameda Co. YMCA

DATES OF PROJECT: 26 March - 29 April 1980. Dates include two weeks for pre-travel orientation, travel to and from Ghana, report preparation.

DIRECT CLIENTS: Ministry of Social Welfare, YMCA and Rotary Club of Sekondi-Takoradi

INDIRECT CLIENTS: Students who will benefit from training provided by the center

NEEDS ADDRESSED: Vocational training and rehabilitation for handicapped and non-handicapped youth to meet skilled labor needs of Sekondi-Takoradi area.

PROGRAM AREA: Vocational training and rehabilitation

FUNDS PROVIDED BY TAP: \$3,315 (perdiem for both technicians)

TOTAL \$ SIZE OF PROJECT:

1.	\$3,315	TAP grant
2.	3,700	Prof. Services of Mr. Wieggers (Goodwill)
3.	3,500	Prof. Services of Mr. Strickney (YMCA)
4.	1,370	Airfare: Wieggers (Goodwill)
5.	1,370	Airfare: Strickney (YMCA)
6.	300	Report preparation (Goodwill)
7.	300	Transport of materials (Goodwill)
8.	200	Orientation expenses ($\frac{1}{2}$ each: Goodwill & YMCA)
	<u>\$14,055</u>	TOTAL

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~~X~~

DEGREE OF TAP INVOLVEMENT: 5*

ATTAINMENT OF PROJECT GOALS : 4**

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT
** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

sister cities INTERNATIONAL

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Honorary Chairman

5 April 1982

NAME OF PROJECT: Oakland, CA - Sekondi-Takoradi, Ghana
Vocational Rehabilitation Project, phase II

NAME OF TECHNICIAN: Mr. S. Mark Haywood, International Rep., Oakland YMCA

DATES OF PROJECT: 18 January - 9 March 1981. Dates include two weeks
for pre-travel orientation, travel to and from
Ghana, report preparation.

DIRECT CLIENTS: Ministry of Social Welfare, YMCA and Rotary Club of
Sekondi-Takoradi

INDIRECT CLIENTS: Students who will benefit from training provided by
the Center

NEEDS ADDRESSED: Vocational training and rehabilitation for handicapped
and non-handicapped youth to meet skilled labor
needs of Sekondi-Takoradi area

PROGRAM AREA: Vocation Training and Rehabilitation

FUNDS PROVIDED BY TAP: \$4,266 (airfare and perdiem)

TOTAL \$ SIZE OF PROJECT: 1. \$4,266 TAP grant
2. 2,500 Professional services
3. 720 Orientation expenses (International Div., YMCA)
4. 1,765 Prof. services, transportation, perdiem for
Susan Roche, 2nd member of project team
(Goodwill International)

\$9,251 TOTAL

DEGREE OF TAP INVOLVEMENT: 5*

ATTAINMENT OF PROJECT GOALS: 4**

OTHER: Proposal was submitted to VALCO fund (Kaiser)

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT

** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

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2 April 1982

NAME OF PROJECT: Charlotte, North Carolina - Port-au-Prince, Haiti
Sickle Cell Disease Assessment Project

NAME OF TECHNICIAN: Mrs. Peggy Beckwith, Executive Director,
Association for Sickle Cell Disease
for Charlotte-Metrolina

DATES OF PROJECT: 12 June - 19 July 1980. Dates include two weeks
for pre-travel orientation, travel to and
from Haiti, report preparation.

DIRECT CLIENTS: Ministry of Health professionals

INDIRECT CLIENTS: Residents of Port-au-Prince with Sickle Cell
Disease and Sickle Cell Trait

NEEDS ADDRESSED: Better health

PROGRAM AREA: Public Health

FUNDS PROVIDED BY TAP: \$1,623 (airfare, per diem)

TOTAL \$ SIZE OF PROJECT:

1.	\$1,623	TAP Grant
2.	2,900	Professional Services Mrs. Beckwith (Assoc. for Sickle Cell Disease for Charlotte-Metrolina)
3.	1,157	Prof. Services, transportation and living expenses of Dr. Ronald S. Ostrowski* (1 week)
4.	2,773	Prof. Services, transportation and living expenses of Mrs. Ann Bower* (3 weeks)
5.	1,277	Prof. Services, transportation and living expenses of Mrs. Carol Ostrowski* (1 week)
6.	70	Report preparation (Assoc. for Sickle Cell Disease for Charlotte-Metrolina)
	<u>\$9,800</u>	TOTAL

*Each project participant
paid his or her own expenses

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DEGREE OF TAP INVOLVEMENT: 3*

ATTAINMENT OF PROJECT GOALS: 3**

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT
** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

sister cities INTERNATIONAL

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Honorary Chairman

2 April 1982

NAME OF PROJECT: Atlanta, GA - Montego Bay, Jamaica
Labor Communications Workshop

NAME OF TECHNICIANS:

1. Dr. Gillian Baccus, Professor, Mass Communications Department, Clark College, Atlanta, GA
2. Mr. Ozell Sutton, Regional Director, Community Relations Service, U.S. Department of Justice, Atlanta, GA
3. Dr. Lenora Stephens, Professor, Mass Communications Department, Clark College, Atlanta, GA

DATES OF PROJECT: 23 February - 13 March 1981. Dates include two weeks for pre-travel orientation, travel to and from Jamaica, report preparation.

DIRECT CLIENTS: 44 government officials and representatives of private industry, union members

INDIRECT CLIENTS:

1. Jamaican workers who will benefit from improved communications with management
2. Users of Montego Bay government services, who may benefit from a climate of improved labor-management relations.

NEEDS ADDRESSED: Labor-management communication, conflict resolution, negotiation

PROGRAM AREA: Labor Relations

FUNDS PROVIDED BY TAP: \$2,109 (airfare, per diem)

TOTAL \$ SIZE OF PROJECT:

1. \$2,109 TAP grant
2. 1,275 Professional services of Dr. Baccus, Dr. Stephens and Dr. Gloria Walker, Director, Mass Communications Dept., Clark College
3. 1,400 Prof. Services of Mr. Sutton (U.S. Dept. of Justice)
4. 444 Living expenses, Dr. Walker (Clark College)
5. 220 Lecture room, local transportation in Montego Bay (Montego Bay Sister City Committee)

\$5,448 TOTAL

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~~-2-~~

DEGREE OF TAP INVOLVEMENT: 3*

ATTAINMENT OF PROJECT GOALS: 4**

- OTHER:
1. Dr. Baccus participated in 1981 PES review with AID.
 2. Follow-up workshop is being planned for Summer 1982.

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT
** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

sister CITIES INTERNATIONAL

The President of the United States
Honorary Chairman

2 April 1982

NAME OF PROJECT: Atlanta, GA - Montego Bay, Jamaica
Public Health Nurse Training Workshop, phase I

NAME OF TECHNICIANS: 1. Mrs. Sylvia M. Sultenfuss, R.N., M.S.N.
2. Mrs. Robin C. Haines, R.N., M.N., International
Nursing Services Assoc. (INSA), Atlanta, GA

DATES OF PROJECT: 12 May - 6 June 1980. Dates include two weeks for
pre-travel orientation, travel to and from
Jamaica, report preparation

DIRECT CLIENTS: 28 health professionals from Montego Bay

INDIRECT CLIENTS: Residents of 5 parish area around Montego Bay who
will benefit from improved health delivery
system in Montego bay area

NEEDS ADDRESSED: Health care planning and communication

PROGRAM AREA: Public health

FUNDS PROVIDED BY TAP: \$2,036 (airfare, per diem)

TOTAL \$ SIZE OF PROJECT: 1. \$2,036 TAP grant
2. 5,600 Professional services of Mrs. Haines and
Mrs. Sultenfuss (INSA), estimate by INSA
3. 200 Workshop space (Montego Bay Sister City
Committee)

\$7,836 TOTAL

DEGREE OF TAP INVOLVEMENT: 4*

ATTAINMENT OF PROJECT GOALS: 4**

OTHER: Nurse Haines participated in 1980 PES review with AID.

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT

** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

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Honorary Chairman

5 April 1982

NAME OF PROJECT: Atlanta, GA - Montego Bay, Jamaica
Public Health Nurse Training Workshop, phase II

NAME OF TECHNICIANS: 1. Mrs. Sylvia M Sultenfuss, R.N., M.S.N.
2. Mrs. Robin C. Haines, R.N., M.N., International
Nursing Services Assoc. (INSA), Atlanta, GA

DATES OF PROJECT: 9 February - 7 March 1981. Dates include two weeks for
pre-travel orientation, travel to and from
Jamaica, report preparation.

DIRECT CLIENTS: 21 health professionals

INDIRECT CLIENTS: Residents of 5 parish area around Montego Bay who will
benefit from improved health delivery
system in Montego Bay

NEEDS ADDRESSED: Health care planning, communication, teaching
(new training and follow-up)

PROGRAM AREA: Public Health

FUNDS PROVIDED BY TAP: \$2,568 (airfare, per diem)

TOTAL \$ SIZE OF PROJECT: 1. \$2,568 TAP grant
2. 5,600 Prof. services of Mrs. Sultenfuss & Mrs.
Haines (INSA) estimate by INSA
3. 600 Workshop services (Cornwall Co. Health Dept.)
4. 300 Donated educational materials (INSA)

\$9,068 TOTAL

DEGREE OF TAP INVOLVEMENT: 4*

ATTAINMENT OF PROJECT GOALS: 6**

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT

** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

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2 April 1982

NAME OF PROJECT: Atlanta, Georgia - Montego Bay, Jamaica
Public Health Nurse Training Workshop, phase III

NAME OF TECHNICIANS: 1. Mrs. Sylvia M. Sultenfuss, R.N., M.S.N.
2. Mrs. Robin C. Haines, R.N., M.N., International
Nursing Services Assoc. (INSA), Atlanta, GA

DATES OF PROJECT: 5 October - 30 October 1981. Dates include two weeks
for pre-travel orientation, travel to and from
Jamaica, report preparation.

DIRECT CLIENTS: 59 health professionals

INDIRECT CLIENTS: Residents of 5 parish area around Montego Bay who
will benefit from improved health delivery
system in Montego Bay

NEEDS ADDRESSED: Health care planning and communication, teaching
(new training and follow-up)

PROGRAM AREA: Public health

FUNDS PROVIDED BY TAP: \$2,712 (airfare, per diem)

TOTAL \$ SIZE OF PROJECT:

1.	\$2,712	Tap grant
2.	5,600	Prof. services of Mrs. Haines and Mrs. Sultenfuss (INSA), estimate of INSA
3.	700	Workshop services (Cornwall County Health Department
4.	300	Donated educational materials (INSA)
	<u>\$9,312</u>	TOTAL

DEGREE OF TAP INVOLVEMENT: 4*

ATTAINMENT OF PROJECT GOALS: 6**

OTHER: Project is being considered by AID for
Island-wide implementation

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT

** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

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Honorary Chairman

24 February 1982

NAME OF PROJECT: Roanoke, Virginia - Kisumu, Kenya
Community Health Nursing, Phase II: Sight Conservation
OTJTP

NAME OF TECHNICIAN: Joseph Owaga Otondi, Senior Clinical Officer, Lumumba
Health Center, Kisumu, Kenya

DATES OF PROJECT: 1 October - 11 November 1980. Dates include two weeks
for pre-travel orientation, travel time to and
from Roanoke, and report preparation

DIRECT CLIENT(S): Joseph Owaga Otondi

INDIRECT CLIENT(S): Kisumu residents who receive treatment at the Lumumba
Clinic, especially those with eye diseases

NEEDS ADDRESSED: Sight conservation, more specifically the need for
training in eye disease screening techniques

PROGRAM AREA: Public Health

TECHNIQUES USED BY TAP: In-service Training, conducted in Roanoke, VA

FUNDS PROVIDED BY TAP: \$2,472 (airfare and per diem)

TOTAL \$ SIZE OF PROJECT:

1.	\$2,472	Airfare and per diem: TAP grant
2.	300	Training provided by Eye Bank of Virginia: Estimate provided by Eye Bank of Virginia
3.	300	Training provided by Roanoke City Health Dept. Their estimate.
4.	150	Training provided by Roanoke Memorial Hospital. Their estimate.
5.	3,000	Instructional services provided by Eye Physicians, Inc. Their estimate.
	<u>\$6,372</u>	

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follow-up

~~X~~

DEGREE OF TAP INVOLVEMENT: 3*

ATTAINMENT OF PROJECT GOALS: 3**

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT
** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

sister CITIES

INTERNATIONAL

The President of the United States
Honorary Chairman

23 February 1982

NAME OF PROJECT: Roanoke, Virginia - Kisumu, Kenya
Community Health Nursing/Infection Control Workshop,
Phase II

NAME OF TECHNICIAN: Cathleen M. Smith, Dean, School of Nursing, Harding
College, Arkansas
Nancy S. Clark, Assistant Professor of Nursing,
Harding College, Arkansas

DATES OF PROJECT: 22 June - 17 July 1981. Dates include two weeks
for pre-service planning and orientation,
travel to and from Kenya, and preparation
of final report

DIRECT CLIENT(S): 43 Kenyan nurses, public health officials and phys-
icians

INDIRECT CLIENT(S): Residents of Kisumu who will receive care from the
medical personnel who participated in the
workshop

NEED(S) ADDRESSED: Control of Infectious Diseases

PROGRAM AREA: Public Health

TECHNIQUES USED BY TAP: In-service training utilizing practical techniques
appropriate for adult learners

FUNDS PROVIDED BY TAP: \$2,845. (transportation costs)

TOTAL \$ SIZE OF PROJECT: \$2,845 TAP grant
\$2,000 Educational materials, workshop coordination,
and planning costs, estimated by the Inter-
national Nursing Services Association
\$8,500 Professional fees for trainers, living ex-
penses for 47 participants, provided by Coe-

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Cola of Kenya
\$ 600 Rental of training facility and rental of
audio-visual equipment, provided by Kisumu
Sister City Committee
\$2,000 Leave time for participants in workshop
provided by Kenyan Ministry of Health
\$15,945 TOTAL

DEGREE OF TAP INVOLVEMENT: 3* (items 1,3,4,6,9)

ATTAINMENT OF PROJECT GOALS: 4**

OTHER:

1. Follow-up workshop in Kenya being planned for summer 1982, support from Coca-Cola likely
2. Stateside training for Kenyan nurse-trainer also being planned for 1982
3. Informal evaluation of workshop conducted in Kenya by Roanoke R.N. Pam Brady

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT
** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

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The President of the United States
Honorary Chairman

24 February 1982

NAME OF PROJECT: Roanoke, Virginia - Kisumu, Kenya
Environmental Engineering Project

NAME OF TECHNICIAN: Thomas Brady, Director of Public Works, Roanoke, VA

DATE OF PROJECT: 24 August - 7 October 1981. Dates include two weeks
for pre-service orientation, travel to and
from Kenya and preparation of final report

DIRECT CLIENT(S): Staff of Municipal Engineering Department including
Town Engineer Caleb Otieno; Deputy Town En-
gineer John Okello; Assistant Town Engineer
Maurice Wandia

INDIRECT CLIENT(S): The citizens of Kisumu who rely on Lake Victoria
for water for drinking and irrigation

NEED(S) ADDRESSED: Need for clean water

PROGRAM AREA: Water and Sanitation

TECHNIQUES USED BY TAP: Consultancy

FUNDS PROVIDED BY TAP: \$2,479.84 (airfare and per diem)

TOTAL \$ SIZE OF PROJECT:

1.	\$2,479.84	: TAP grant
2.	\$3,123.00	; Professional services of Thomas Brady
3.	\$1,000.00	: Support provided by Kisumu Sister City Committee, estimated by KSCC
4.	\$1,000.00	: Support provided by City of Roanoke, estimated by City Manager's Office
	<u>\$7,602.84</u>	TOTAL

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DEGREE OF TAP INVOLVEMENT: 3*

ATTAINMENT OF PROJECT GOALS: 4**

OTHER:

1. Follow-up grant application involving stateside training for Deputy Town Engineer John Okello has been submitted by Kisumu and Roanoke
2. TAP staff assisted Kisumu and Roanoke in development of an official request which has been submitted to Peace Corps/Kenya for a volunteer engineer to serve in Kisumu Engineering Dept.

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT
** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

FEB 26 1982

sister CITIES INTERNATIONAL

The President of the United States
Honorary Chairman

23 February 1982

NAME OF PROJECT: Roanoke, Virginia - Kisumu, Kenya
Manpower Training Program, phase II

NAME OF TECHNICIAN: Sampson Nyaoke-Owuor, Director of Social Services
for the Municipality of Kisumu

DATES OF PROJECT: 21 August - 7 October 1980. Dates include two weeks
for pre-travel orientation, travel to and
from Kenya, report preparation.

DIRECT CLIENT(S): Sampson Nyaoke-Owuor

INDIRECT CLIENT(S): 266 students who attend the Kisumu Rotary Youth
Training Center, the operations of which are
overseen by Mr. Owuor

NEED(S) ADDRESSED: Vocational Training necessary for employment of
students attending the Training Center
(early school leavers from urban low income
families)

PROGRAM AREA: Vocational Education

FUNDS PROVIDED BY TAP: US\$2,225 (airfare and per diem)

TOTAL \$ SIZE OF PROJECT:

1. TAP grant: \$2,225
2. Instructional costs as estimated by Roanoke
OIC: \$3,300
3. Instructional costs estimated by City of Roan-
oke: \$3,000

TOTAL: \$8,525

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follow up

~~-2-~~

DEGREE OF TAP INVOLVEMENT: 6* (excluding item #7)

ATTAINMENT OF PROJECT GOALS: 4**

OTHER: Mr. Owuor participated in the 1980 PES presentation at AID

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT
** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

sister cities INTERNATIONAL

The President of the United States
Honorary Chairman

23 February 1982

NAME OF PROJECT: Roanoke, Virginia - Kisumu, Kenya
Manpower Training Program, phase III

NAME OF TECHNICIAN: Charlie J. Lovelace, Assistant Principal of Lawson
Hall, Roanoke Vocational Training Center
William Mark Young, Teacher of Masonry at Lawson
Hall, Roanoke

DATES OF PROJECT: 2 June - 11 July 1981. Dates include two weeks
for pre-service orientation, travel to and
from Kenya, and report preparation

DIRECT CLIENT(S): Administrators and teachers of the Kisumu Rotary
Youth Training Center; and officials of
the Municipality of Kisumu

INDIRECT CLIENT(S): 266 students who attend the KRYTC

NEED(S) ADDRESSED: Vocational Training needed for employment of students
attending Training Center (early school
leavers from urban low income families)

TECHNIQUES USED BY TAP: Short-term consultancy

FUNDS PROVIDED BY TAP: \$2,530. Figure includes airfare and per diem for
Mr. Lovelace

TOTAL \$ SIZE OF PROJECT:

1. TAP grant: \$2,530
2. Money provided for Mr. Young's travel expense
by Roanoke Sister City Committee: \$400
3. Funds provided by Mr. Young: \$918
4. Professional services of Mr. Lovelace: \$1,520
5. Professional services of Mr. Young: \$1,200
6. Tools donated by Graves-Humphreys Hardware, Roanoke:
\$80.55

TOTAL: \$6,648.55

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DEGREE OF TAP INVOLVEMENT: 6*

ATTAINMENT OF PROJECT GOALS: 2**

OTHER:

TAP staff is assisting Roanoke with fundraising for next phase of project, which is beyond scope of TAP budget. See Poff-Ekstrom letter 30 October 1981 and Ekstrom-Poff letter 17 February 1982

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT
** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

FEB 26 1982

sister CITIES INTERNATIONAL

The President of the United States
Honorary Chairman

23 February 1982

NAME OF PROJECT: Austin, Texas - Maseru, Lesotho
Burn Care - Reconstructive Surgery Project, Phase I

TECHNICIAN: Dr. David Fogarty

DATES OF PROJECT: January - July 1980 in-country
2 weeks pre-travel orientation, travel to and from
assignment, report preparation, etc.

DIRECT CLIENT(S): 513 people who received direct surgical services
from Dr. Fogarty

INDIRECT CLIENT(S): physicians and nursing students who attended the
32 lectures and demonstrations given by Dr.
Fogarty

NEED(S) ADDRESSED:

1. Surgical care for needy patients (mainly children)
suffering from Disabling birth defects and
burns
2. Training for physicians and nurses in basic
medical techniques used in treating patients
suffering from birth defects and burns

PROGRAM AREA: Medical services and treatment

TECHNIQUES USED BY TAP:

1. Direct provision of surgical services to needy
patients
2. Training and orientation provided by Dr. Fogarty
to medical personnel in Maseru

FUNDS PROVIDED BY TAP: US\$3,100 (airfare and living expenses)

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TOTAL \$ SIZE OF PROJECT:

1. TAP grant: \$3,100.00
2. Dr. Fogarty estimates the U.S. dollar value of the operations he performed to be US\$205,000
3. Housing for Dr. Fogarty, provided by Maseru, estimated at \$35.00 per day for six months: \$6,300
4. If paid as AID expert, consultant at US\$190.00 per day, six days per week, the value of Dr. Fogarty's six month consultancy would have been \$33,360

DEGREE OF TAP INVOLVEMENT: 4*

ATTAINMENT OF PROJECT GOALS: 6**

OTHER:

1. Reasonable levels of support provided by participating cities
2. Partial funding provided by other organization
3. Plans developed for follow-up training in the United States for Dr. Titi Mohapi
4. Plans developed for follow-up visit by Dr. Fogarty and others to Maseru during summer of 1981.

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT

** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

FEB 2

sister CITIES INTERNATIONAL

The President of the United States
Honorary Chairman

23 February 1982

NAME OF PROJECT: Austin, Texas - Maseru, Lesotho
Burn Care - Reconstructive Surgery Project, Phase II

NAME OF TECHNICIAN: Dr. Titi Mohapi

DATES OF PROJECT: 28 July - 18 November 1980. Dates include two weeks for pre-travel orientation, travel time to and from Maseru and time for preparation of report

DIRECT CLIENT(S): Dr. Titi Mohapi received training at the Stanford University Pediatric Ward, at the Santa Clara, California Burn Unit, and at West Virginia University in Morgantown, West Virginia

INDIRECT CLIENT(S): Citizens of Maseru who will receive medical treatment from Dr. Mohapi in future

NEED(S) ADDRESSED: Training for physician from Maseru in latest techniques in treating patients with disabling burns and birth defects

PROGRAM AREA: Professional medical services

FUNDS PROVIDED BY TAP: US\$3,424.00

TOTAL \$ SIZE OF PROJECT: 1. TAP grant: \$3,424.00
2. Instructional costs, donated by: Stanford University, Santa Clara, California Burn Unit and University of West Virginia, estimated at \$3,000

DEGREE OF TAP INVOLVEMENT: 4*

ATTAINMENT OF PROJECT GOALS: 6**

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OTHER:

1. Project was follow-up activity to Dr. Fogarty's work in Maseru January - July 1980
2. Written report requested but not received from Dr. Mohapi. Mohapi interviewed by TAP staff in Maseru
3. During stay in United States, Dr. Mohapi visited Austin, Texas and met with Sister City Committee members and municipal officials

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT
** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

FEB

sister CITIES INTERNATIONAL

The President of the United States
Honorary Chairman

25 February 1982

NAME OF PROJECT: Austin, Texas -Maseru, Lesotho
Burn Care - Reconstructive Surgery, Phase III

NAME OF TECHNICIANS: Dr. David Fogarty

DATES OF PROJECT: 2 August - 17 September 1981. Dates include two weeks
for pre-service orientation, travel to and from
Lesotho and report preparation

DIRECT CLIENT(S):

1. 492 Maseru residents with disabling burn and
birth defects who received surgical treatment from
Dr. Fogarty
2. 125 Physicians and nurses who attended nine lectures
and demonstrations given by Dr. Fogarty

INDIRECT CLIENT(S):

1. Maseru residents who will receive treatment from
physicians and nurses trained by Dr. Fogarty
2. Families of previously disabled persons who re-
ceived surgical treatment as a result of program

NEED(S) ADDRESSED:

1. Surgical help for needs patients, mostly children,
suffering from disabling birth defects and burns
2. Training for medical personnel on latest techniques
used in treating patients having disabling birth
defects and burns

PROGRAM AREA: Professional Medical Services

TECHNIQUES USED BY TAP:

1. Direct provision of surgical services
2. Training and orientation provided by Dr. Fogarty
to medical personnel in Maseru

FUNDS PROVIDED BY TAP: \$2,584 (airfare)

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34

Follow up

sister cities INTERNATIONAL

The President of the United States
Honorary Chairman

5 April 1982

NAME OF PROJECT: Dayton, Ohio - Monrovia, Liberia
Public Works Project, phase III

NAME OF TECHNICIAN: James E. Adams, Superintendent, Dayton Division of
Waste Collection

DATES OF PROJECT: 18 March - 26 April 1980. Dates include two weeks
for pre-travel orientation, travel to and
from Liberia, report preparation.

DIRECT CLIENT: Monrovia City Corporation

INDIRECT CLIENTS: Populace of Monrovia

NEEDS ADDRESSED: Lack of adequate refuse collection & disposal system

PROGRAM AREA: Sanitation, Municipal Services

FUNDS PROVIDED BY TAP: \$3,045

TOTAL \$ SIZE OF PROJECT:

1.	\$3,045	TAP grant
2.	3,125	Prof. services, Mr. Adams (City of Dayton) (25 days @ \$125/day)
	<u>\$6,170</u>	TOTAL

DEGREE OF TAP INVOLVEMENT: 3*

ATTAINMENT OF PROJECT GOALS: 2**

OTHER: Coup in Liberia occurred during Adams' visit. This
made it difficult for him to meet project goals.

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT

** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

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2 April 1982

NAME OF PROJECT: Rochester, New York - Bamako, Mali
Urban Planning Project, phase II: Sanitation

NAME OF TECHNICIAN: Kevin M. Foley: Construction Engineer and Instructor,
Rochester Institute of Technology

DATES OF PROJECT: 10 August - 16 September, 1980. Dates include
two weeks for pre-travel orientation, travel
to and from Mali, report preparation.

DIRECT CLIENTS: Technicians in Departments of Health, Urbanization
and Construction, and Public Works

INDIRECT CLIENTS: Population of city of Bamako, approximately 800,000

NEEDS ADDRESSED: Inadequate refuse disposal system

PROGRAM AREA: Urban sanitation

FUNDS PROVIDED BY TAP: \$3,668 (airfare, perdiem)

TOTAL \$ SIZE OF PROJECT:

1.	\$3,668	TAP grant
2.	126	City of Bamako: ground transportation
3.	2,400	Prof. services of Mr. Foley
4.	100	Books and materials (Mr. Foley)
5.	100	Orientation for Mr. Foley by Rochester Institute of Technology
	<u>\$6,394</u>	TOTAL

DEGREE OF TAP INVOLVEMENT: 2*

ATTAINMENT OF PROJECT GOALS: 4**

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT

** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

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Honorary Chairman

2 April 1982

NAME OF PROJECT: Rochester, New York - Bamako, Mali
Women in Health Program Management Workshop

NAME OF TECHNICIAN: Aminata Diawara, nurse and registered midwife,
Chief, Community Development Division
Operation Riz Segou

DATES OF PROJECT: 29 September - 13 November 1981. Dates include
two weeks for pre-travel orientation,
travel to and from United States,
report preparation

DIRECT CLIENT: Aminata Diawara

INDIRECT CLIENTS: Malian women who will be reached by improved
service delivery systems of the Community
Development Division of Operation Riz Segou

NEEDS ADDRESSED: Training of women to meet women's needs in family
planning, health and development

PROGRAM AREA: Public Health

FUNDS PROVIDED BY TAP: \$3,454 (airfare and per diem)

TOTAL \$ SIZE OF PROJECT: 1. \$3,454 TAP grant
2. 2,600 tuition (funds raised by
Center for Population Activities)

\$5,054 TOTAL

DEGREE OF TAP INVOLVEMENT: 2*

ATTAINMENT OF PROJECT GOALS: 6**

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT

** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

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Honorary Chairman

5 April 1982

NAME OF PROJECT: Scottsdale, AZ - Alamos, Sonora, Mexico
Water Supply Investigation Project

NAME OF TECHNICIANS: Mario Saldamando, Engineering Manager, City of
Scottsdale Municipal Utilities Department
W.S. Gookin, Engineer, W.S. Gookin and Associates

DATES OF PROJECT: 14 April - 1 May 1980. Dates include two weeks for
pre-travel orientation, travel to and from
Mexico, report preparation.

DIRECT CLIENTS: Local municipal and public works officials

INDIRECT CLIENTS: 5000 people living in Alamos and surrounding area

NEEDS ADDRESSED: Lack of potable water

PROGRAM AREA: Water and Sanitation

FUNDS PROVIDED BY TAP: \$532.98 (airfare, living expenses, ground transportation)

TOTAL \$ SIZE OF PROJECT:

1.	\$ 532.98	TAP grant
2.	500.00	Prof. services of Mr. Saldamando (City of Scottsdale) (4 days @ \$125/day)
3.	500.00	Prof. services of Mr. Gookin (4 days @ \$125/day)
	<u>\$1,532.98</u>	TOTAL

DEGREE OF TAP INVOLVEMENT: 2*

ATTAINMENT OF PROJECT GOALS: 3**

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT

** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

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The President of the United States
Honorary Chairman

2 April 1982

NAME OF PROJECT: Wichita, Kansas - Cancun, Quintana Roo, Mexico
Water Supply Project

NAME OF TECHNICIAN: Mr. F. E. Withrow, Jr., Chief Engineer,
Wichita Water Department

DATES OF PROJECT: 4 January - 5 February 1980. Dates include two weeks
for pre-travel orientation, travel to and
from Mexico, and report preparation.

DIRECT CLIENTS: Department of Public Works, Cancun

INDIRECT CLIENTS: Urban residents of Cancun

NEEDS ADDRESSED: Inadequate water supply to lower class worker's
residence areas in the city of Cancun

PROGRAM AREA: Water and Sanitation

FUNDS PROVIDED BY TAP: \$1,852 (transportation, per diem)

TOTAL \$ SIZE OF PROJECT: 1. \$1,852 TAP grant
2. 2,660 Professional services of Mr. Withrow
(city of Wichita) @ \$190/day x 12 workdays
\$4,512 TOTAL

DEGREE OF TAP INVOLVEMENT: 1*

ATTAINMENT OF PROJECT GOALS: 3**

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT

** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

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The President of the United States
Honorary Chairman

5 April 1982

NAME OF PROJECT: San Antonio, Texas - Guadalajara, Mexico
Emergency Medical Services Project

NAME OF TECHNICIANS: 1. Mr. Jim Miller, Assistant Fire Chief, San Antonio
Fire Department, EMS Division
2. Mr. Jose Flores, Lieutenant, San Antonio Fire
Department, EMS Division

DATES OF PROJECT: 21 January - 9 February 1981. Dates include two
weeks for pre-travel orientation, travel
to and from Mexico, report preparation

DIRECT CLIENTS: Guadalajara Fire Department, Municipal Medical Office,
and Red Cross

INDIRECT CLIENTS: Residents of Guadalajara who will need emergency
medical services provided by the city

NEEDS ADDRESSED: Coordination of emergency medical services to respond
quickly and adequately to emergency situation

PROGRAM AREA: Emergency Medical Services

FUNDS PROVIDED BY TAP: \$818 (airfare, per diem)

TOTAL \$ SIZE OF PROJECT:

1.	\$ 818	TAP grant
2.	644	Professional services of Mr. Miller (City of San Antonio)
3.	414	Professional services of Mr. Flores (City of San Antonio)
4.	986	Prof. services, transportation, living expenses of Karen Davis, City Mgr's Office (City of San Antonio)
5.	847	Prof. services, transportation and living expenses of David Casas, City Attorney's Office (City of San Antonio)

\$3,709 TOTAL

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DEGREE OF TAP INVOLVEMENT: 2*

ATTAINMENT OF PROJECT GOALS: 3**

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT
** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

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The President of the United States
Honorary Chairman

5 April 1982

NAME OF PROJECT: Washington, D.C. - Dakar, Senegal
Women in Health Program Management Workshop

NAME OF TECHNICIAN: Marie-Therese Boye, licensed midwife, Societe Nationale
d'Exploitation des Eaux de Senegal

DATES OF PROJECT: 29 September - 13 November 1981. Dates include two
weeks for pre-travel orientation, travel to
and from United States, report preparation.

DIRECT CLIENT: Marie-Therese Boye

INDIRECT CLIENTS: Senegalese women who will be reached by improved
service delivery systems of the Societe Nationale
d'Exploitation des Eaux de Senegal

NEEDS ADDRESSED: Training of women to meet women's needs in family
planning, health and development

PROGRAM AREA: Public Health

FUNDS PROVIDED BY TAP: \$3,288 (airfare and perdiem)

TOTAL \$ SIZE OF PROJECT: 1. \$3,288 TAP grant
2. 2,600 tuition (funds raised by Center for
Population Activities)

\$5,888 TOTAL

DEGREE OF TAP INVOLVEMENT: 2*

ATTAINMENT OF PROJECT GOALS: 6**

* See Memorandum, 19 February 1982, DEGREE OF TAP INVOLVEMENT IN A PROJECT

** See Memorandum, 19 February 1982, ATTAINMENT OF PROJECT GOALS

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The President of the United States
Honorary Chairman

19 February 1982

MEMORANDUM

TO: Stan Druben
FR: Jim Ekstrom

RE: DEGREE OF TAP INVOLVEMENT IN A PROJECT

Per Druben instructions in "Review Specific Memos", 2/4/82, page 2, the following is an explanation of the whole numbers used to measure the degree of TAP involvement in each project.

1	2	3	4	5	6
Minimal #1,6	Moderate #1,3,6	Considerable #1,3,5,6,8	Substantial #1,3,4,5,6, 8	Extensive #1,2,3,4, 5,6,7,8	High #1,2,3,4,5, 6,7,8,9,10

1. TAP staff exchanged correspondence with sponsoring city concerning project design and financing.
2. TAP staff gathered written materials which were pertinent to a particular project and sent them to participating cities.
3. TAP staff traveled to American city to discuss proposed project with Sister City Committee.
4. TAP staff collaborated with other organizations in the design and implementation of project.
5. TAP staff made multiple trips to sponsoring American city to discuss follow-up project design with Sister City Committee.
6. TAP staff communicated regularly (letters and telephone) with sponsoring city throughout life of project.
7. TAP staff provided pre-service orientation to TAP technician.

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8. TAP staff traveled to beneficiary city for meetings on project usefulness and follow-up potential.
 9. TAP staff assisted participating city in development of multiple projects.
 10. TAP staff assisted sponsoring cities with fundraising for follow-up activities which are beyond scope of TAP budget.
-

sister CITIES INTERNATIONAL

The President of the United States
Honorary Chairman

19 February 1982

MEMORANDUM

TO: Stan Druben
FR: Jim Ekstrom

RE: ATTAINMENT OF PROJECT GOALS*

SCALE:

1. Did not meet goals
2. Met some goals and set basis for follow-up activities
3. Met most goals
4. Met most goals and set basis for follow-up activities
5. Met and exceeded goals
6. Met and exceeded goals and set basis for follow-up activities

* TAP has redefined Druben's descriptor "Quality of Project." We have chosen "Attainment of Project Goals" as an alternative.. Related to this, the terms "failure" and "complete success" are not meaningful to TAP, given the non-quantifiability of those terms. The indicators we have chosen, (#1 --6 above), relate to whether or not a project reasonably met the goals set for it and whether or not follow-up was built in at each stage.

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ADDENDUM

sister cities INTERNATIONAL

The President of the United States
Honorary Chairman

11 June 1982

Mr. Stan Druben
Druben and Ricci Associates
1789 Columbia Road, NW
Washington, DC 20009

Dear Stan:

I wanted to acknowledge receipt of your report on the TAP program. We have read it carefully, and in general we agree with what we perceive to be the main thrust of the statements and recommendations made in the Executive Summary.

The following are mechanical suggestions which we think will lead to increased clarity in certain sections:

1. At the end of the third paragraph, page 9, it would be useful to footnote my memoranda to you of April 26 and 28, 1982, entitled "Evaluation" and "Evaluation II." These memoranda cover more territory than the paragraphs I wrote on Specific Objective B.1. I believe that some of the comments in these pieces will be of interest to our colleagues at AID, not only from the standpoint of the TAP program, but also from the perspective of the evaluation of small, centrally-funded PVO's in general.
2. We are uncomfortable with the Goal Attainment percentages included on page 40. I believe that this analysis might be misleading to some readers.

For example, our rating "4", which you translate into 67%, means to us that a particular phase of a project has met most of its goals and has set the basis for follow-up activities. We regard a TAP activity with a "4" rating as one which has reached a respectable level of goal achievement. For us, 67% does not accurately reflect the level of goal achievement we intended to communicate by a "4" rating.

In this connection, I believe it would be useful to supplement

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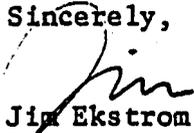
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the percentages with a footnote reference which explains how we rated the six projects to which you refer. If the attached summary sheet is useful in this regard, please feel free to include it in the Appendix.

3. Since you introduce the "short-term volunteer consultant" issue in the Executive Summary (page 3), we suggest that a footnote reference to our memorandum on this subject (Ekstrom - Druben, April 14, 1982) be placed at the end of the second sentence of the fourth paragraph on page 3 of the Executive Summary.
4. As a supplement to your comments on TAP's competitive edge and fundraising at the beginning of paragraph 3, page 37; we believe it would be useful to include a footnote reference to pages 7 - 8 and 35 - 39 of our 1981 PES presentation. Our reasons for suggesting this are that we see these pages as: (1) indicative of our attempt to articulate TAP's competitive edge, and (2) a clear definition of our fundraising strategy.

Finally, Stan, I want to say that in looking over the past several months, Tom, Eddy and I feel that the review process we have been involved in has been of real value, and we do appreciate the efforts you have made to assist us in it.

Sincerely,


Jim Ekstrom
Technical Assistance Program

Enclosures

The President of the United States
Honorary Chairman

26 April 1982

MEMORANDUM

TO: Stan Druben
FR: Jim Ekstrom *JE*

SUBJECT: Evaluation

Our all day meeting with you last Friday and a number of subsequent conversations we have had here in the office have made me aware of the fact that we have not provided a description of our current monitoring and evaluation process. I thought it might be useful for you to have something on that. The process consists of six levels of activity. They are:

1. Evaluation by TAP technicians. Upon completion of overseas consultancies TAP technicians submit reports to SCI/TAP and to their overseas sister cities in which they comment on their project activities, the usefulness of the project and their thoughts on what follow-up activities, if any, should be considered.
2. Evaluation by Sister City Committee members. Sister City Committee members at home and overseas review reports submitted by TAP technicians and determine whether follow-up work is needed and, if so, what type of activity would be most useful. In addition to reviewing those reports, sister city committee members who undertake private visits to their overseas sister cities often include examinations of TAP activities in their travel agendas.
3. Evaluation by TAP staff. TAP staff members regularly visit Third World cities where projects are underway. During these visits, the progress made on TAP-assisted projects is reviewed by TAP staff in meetings with host-city technicians, sister city committee members, local officials, AID officers, representatives of other PVO's, donor agencies, etc.
4. Evaluation by AID PVC staff. AID officials from the Office of Private and Voluntary Cooperation make it a point to visit and review Sister Cities projects while they are on assignment overseas. During the past 12 months, three visits of this kind (involving five TAP projects) have taken place.

5. Evaluation by independent evaluators. In response to a request made by TAP during the first year of the IDG, AID agreed to contract with an independent evaluator for an examination of TAP-sponsored projects. Our rationale in making this request was that a third party review, undertaken by experienced development assistance professionals, would be useful to TAP in a variety of ways and also to AID, given the Agency's need to test our belief that TAP projects do make modest improvements in the lives of poor people.

6. Project Evaluation Summary Presentations. Beginning during the DPG, and continuing into the present, TAP has used PES review sessions for project evaluation purposes. This is accomplished by involving project technicians who describe their work and respond to questions raised by AID officers from the Regional bureaus and FVA. Nine TAP technicians have participated in project review sessions of this kind during the past several years.

APR 30 1 -

Evaluating TAP Projects - Two Key Considerations

An evaluation of Sister Cities Technical Assistance Program projects must include consideration of the following points:

1. TAP projects fall into three distinct categories. Each category requires a different evaluation focus. The three categories are:
 - A. Projects which produce immediate and, to a degree, quantifiable benefits through professional services to specific disadvantaged target-groups. An example would be the Austin-Maseru project where a sister cities physician spent six months directly treating persons with disabling birth defects and burns. The physician operated in 11 hospitals, visited 15 hospitals, lectured in 12 hospitals, delivered 32 lectures to physicians and nursing students, performed 408 operations, established a burn dressing area and helped train a local counterpart physician in burn treatment.
 - B. Projects which produce deferred or second generation benefits by training LDC professionals or para-professionals who will eventually use their new skills to help disadvantaged people. An example would be the Atlanta-Montego Bay Nurses Training Program which seeks to up-grade the skills of Jamaican public health nurses by means of a series of in-service training programs conducted over a period of several years. In accordance with IDG objective B.5, most TAP projects are in this category.
 - C. Projects in which Sister Cities technicians are asked to help plan improvements in services provided by LDC municipalities to their residents. Projects in this category are usually of benefit to the population as a whole, including the poor. An example would be the Roanoke-Kisumu Environmental Engineering Project which seeks to reduce pollution levels in Lake Victoria which is used by Kisumu residents for drinking and irrigation purposes.
2. By design, most TAP projects are part of on-going efforts being made by a Third World sister city to help its own disadvantaged residents. Because TAP technicians are involved in these on-going programs, it is difficult to measure the incremental impact of the work they perform. The projects in which TAP technicians are involved receive inputs from a variety of sources including, but not limited to, host-city institutions, host-city technicians, national government institutions, other donor agencies, TAP technicians and TAP staff. TAP inputs overseas are of short duration, occurring at various

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points during the life of a project. TAP inputs do not usually involve project financing or staffing. TAP inputs do not imply project ownership and they mean little without a commitment to a project made by a host-city sponsor.

For these reasons, evaluating only TAP inputs without consideration of other inputs and the broader context in which they occur is not meaningful. To do so would not provide a true picture of TAP's impact on the social and economic well-being of the urban poor majority.

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The President of the United States
Honorary Chairman

28 April 1982

MEMORANDUM

TO: Stan Druben
FR: Jim Ekstrom *W*

SUBJECT: Evaluation II

This is a follow-up to the memo on Evaluation that I sent to you on 26 April. In addition to the description of the current evaluation process contained in that memo, I thought it might be useful to put down on paper some of our thoughts on why we think the current process is useful and appropriate not only for TAP but also for AID, the Sister City Committees and the TAP technicians.

I want to make it clear that we did not design the current system. It has evolved over time with inputs from TAP, from AID and from other sources. We recognize that the process does not provide qualitative and quantitative analysis of the Development which occurs as a result of TAP interventions. We recognize and share AID's interest in obtaining such data and we continue to seek ways to acquire it which are compatible with our overall responsibilities, our resources and the nature of our projects. It should be added here that our participating member cities and the TAP technicians also share this interest. The people who are involved in the TAP program are, for the most part, tough-minded, pragmatic individuals who are keenly interested in knowing that what they are doing is producing results.

Project evaluation is an essential part of the TAP program*. The current evaluation process, with the reservations noted above, has proven to be useful both for TAP and for AID. The process works on a variety of levels, in different ways, at different times, and serves a variety of evaluation needs. More specifically:

1. The process allows for reasonably rapid feedback to project technicians and Sister City Committees.

* Because of our image problems, that is, the tendency on the part of some to regard us as "do-gooders" who are not involved in serious development work, TAP regards evaluation as not only important but crucial to our efforts to change the way we are perceived by others in the development assistance community.

~~X~~

2. The process is unobtrusive and involves minimal amounts of program disruption.
3. The process takes into account and builds on the special sense of accountability which sister cities technicians bring to TAP projects.
4. The process involves AID officials at several levels, both in Washington and in the field, in the evaluation of TAP projects.
5. The process is not costly. AID evaluation dollars are spent rationally and in a way which corresponds to the relatively modest level of financial support AID provides to SCI/TAP.
6. The process recognizes the importance of non-quantifiable indicators. A key element of the process, for example, is the involvement of a third party observer experienced in development assistance, who looks at TAP projects, talks to participants and beneficiaries, and comes to some conclusions about the usefulness of TAP-sponsored activities.
7. The process is oriented in the direction of assessment and project improvement.
8. The cost, time and skill requirements of the process are appropriate for TAP and AID.

ATTAINMENT OF PROJECT GOALS

Summary Sheet

SCALE

1. Did not meet goals
 2. Met some goals and set basis for follow-up activities
 3. Met most goals
 4. Met most goals and set basis for follow-up activities
 5. Met and exceeded goals
 6. Met and exceeded goals and set basis for follow-up activities
-

<u>PROJECT</u>	<u>ATTAINMENT OF PROJECT GOALS RATING</u>
- Public Health Nurse Training (Jamaica)	
Phase I.....	4
Phase II.....	4
Phase III.....	6
- Labor Communications Training (Jamaica) Phase I.....	4
- Manpower Training (Kenya) Phase III.....	2
- Community Health Nursing (Kenya) Phase III.....	4
- Environmental Engineering (Kenya) Phase I.....	4
- Bura Care/Reconstructive Surgery (Lesotho)	
Phase I.....	6
Phase II.....	6

sister cities INTERNATIONAL

The President of the United States
Honorary Chairman

14 April 1982

MEMORANDUM

TO: Stan Druben
FR: Jim Ekstrom *in photo*
RE: "Short-term" volunteer consultants

In response to your question about the effectiveness of short-term volunteer consultants, we would like to suggest that TAP technicians are not accurately described as "short-term consultants." Here's why:

After participating sister cities have identified a problem that they wish to work on together, a technician with the necessary expertise is recruited by the American sister city. After logistical arrangements have been made, the technician travels overseas for a short, intensive visit to the host-city institution where his know-how is put to use.

Beyond the immediate results of his visit, the technician continues to transfer know-how by remaining in touch with the host institution in various ways, such as continued correspondence on technical problems; seeking out and sending pertinent technical literature with advice on how such literature could best be used in the host-city; by planning for training of host-city technicians in the United States and by returning to the host city for follow-up consultancies.

An example. Tom Brady, Director of Public Works for Roanoke, Virginia, traveled to Kisumu in the summer of 1981 for four weeks of work on environmental engineering and pollution problems previously identified by the Kisumu Municipal Engineer. Upon his return to Roanoke, Brady prepared a detailed report containing 15 pages of specific technical recommendations. In addition to these recommendations, Brady suggested that an engineer from the Kisumu City Engineer's Office be sent to Roanoke for four weeks of specialized technical training. In subsequent correspondence the Kisumu City Engineer expressed interest in Brady's suggestion and recommended that the Deputy City Engineer be sent to Roanoke for training. Brady then assisted the Roanoke Sister City Committee in preparing a proposal for a TAP grant to be used in connection with the proposed training program. The proposal was funded by SCI/TAP and Brady and the Roanoke Committee are now at work on the specifics of the training program which will begin in early June 1982. Based on the outcome of this training program and subsequent exchanges of technical information between Brady and his colleagues in Kisumu, it is pos-

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sible that Brady will return to Kisumu for a follow-up consultation in late 1982 or early 1983.

Looking over the varied and continuing nature of Brady's involvement in this project, TAP believes it is inaccurate to describe him as a "short-term consultant." Instead, TAP sees Brady's work, and that of others like him, as long-term consultancies involving a variety of inputs over a period of years.

Why Sister Cities Technicians Are Effective

In addition to their high levels of professional competence, the effectiveness of TAP technicians is enhanced by the following considerations, all of which grow out of the positive environment for technology transfer which is created by sister city relationships.

- Accountability and civic pride. TAP technicians approach their work with a special sense of accountability which relates to the fact that they are professionals representing their American home towns. This special accountability works in both directions. Host city technicians see themselves not only as professionals but also as representatives of their own Third World cities. They understand that their interactions with TAP technicians will be visible on a variety of levels and consequently they deal with TAP technicians in ways which will reflect favorably on their cities as well as on themselves.
- Honored guest treatment. The presence of development assistance professionals has become a routine occurrence in most Third World cities in which TAP operates, and little note is taken of them. The presence of TAP technicians, on the other hand, is considered a newsworthy event. TAP technicians receive significant media coverage including newspaper articles and radio interviews. While this can be a problem if allowed to get out of hand, on balance, the honored guest status of TAP technicians gives them easy access to host city decisionmakers and, in general, facilitates the accomplishment of project objectives.
- Motivational considerations. The motives of TAP technicians are not scrutinized by beneficiary communities with the same sense of suspicion which often greets private development consultants whose services are for sale. This allows TAP technicians to be more useful more quickly.
- Incentive for achievement. The psychological reward derived from helping one's sister city constitutes an incentive for achievement which has proven to be as strong, if not stronger, than financial reward.
- Professional credibility. TAP technicians are unlike many development assistance professionals in that they do not make their living by pro-

viding consulting services, instead they practice in their home cities, on a day-to-day basis, whatever their specialty is. A TAP technician in vocational education, like Bill Weigers from Oakland, for example, is not simply an expert on voc. ed., he is also a person who supports himself by directing the operations of a vocational training center. For the same reasons that farmers in the American midwest view advice given by USDA extension agents as less believable than advice received from other working farmers, host-city technicians value the advice of TAP technicians because they know that TAP technicians are dealing in their own American cities with issues and problems which are similar to those being addressed by host-city technicians.

MISSING PAGE
NO. 4-6

In preparing for the work outlined above, activities conducted by TAP staff during the second year included: a) research on and identification of potential corporate and private foundation donors and the development of a fund-raising strategy consistent with the particular community-based characteristics of the SCI program and b) research and documentation of in-kind and cash contributions made during the second year.

In identifying potential corporate donors, the primary criteria used were:

- (a) stated interest in international projects
- (b) history of supporting projects
- (c) headquarters in an American Sister City affiliate
- (d) has commercial interests in third world cities/countries affiliated with the Sister Cities Program.

Using these criteria, an initial group of fifty-six potential donors has been identified and researched.

After attending various workshops on fund-raising and consulting with professional fundraisers, TAP staff developed a 2 1/2 page model proposal and cover letter which are included in Appendix III. It is SCI/TAP's intention to modify and tailor these materials in accordance with potential long-term benefits to be realized by each donor. The proposal suggests that by contributing to the SCI Technical Assistance Program, corporations can:

- o strengthen the communities in which their employees live and work (i.e., by supporting the Local Sister Cities Program.)
- o they can improve the climate for business in the growing Third World market
- o they can win friends by serving the public
- o and they can reduce reliance on government for the solution of public problems.

It is also pointed out in the proposal that under the current grant agreement with AID, any monies donated by corporations will be used for direct project costs as opposed to stateside administrative expenditures. Furthermore, donors will have the option of targeting their contributions to a specific local Sister Cities technical assistance program, or to a particular type of project: health, vocational training, and the like, or to the national SCI/TAP fund.

In marketing this appeal, SCI/TAP expects to involve the SCI volunteer Board of Directors as well as the TAP Advisory Committee. It is our plan to match potential donors with Board members in the same city and then to involve Board members in establishing initial contact with the potential donor.

MISSING PAGE

NO. 9-34

**SISTER
CITIES
INTERNATIONAL**

25th anniversary

1956-1981

April 15, 1981

Mr. Richard Smith
Vice President
Acme Construction
1000 - 5th Street
Columbus, OH 47201

Dear Richard:

Pursuant to our conversation, I am pleased to enclose a concept paper on our Technical Assistance Program and the unique opportunity it provides for corporate participation in a partnership effort. As we discussed, I would appreciate it if you would review this concept with your colleagues at Acme Construction to determine if this is an area of mutual interest in which we might develop a joint program relationship.

As you know, Sister Cities International (SCI) is a private, non-profit organization whose purpose is to increase international understanding, foster world peace and promote economic development through city-to-city affiliations. Initiated by President Dwight D. Eisenhower in 1956, the Sister Cities program has grown to encompass over 700 U.S. cities linked with over 950 foreign cities in 77 countries. Sister Cities relationships have led to thousands of collaborative programs involving exchanges of ideas, people and materials in a wide variety of commercial, professional, technical, cultural and educational projects. This comprehensive program provides a unique framework within which to carry out a collaborative Technical Assistance Program.

Today in developing countries throughout the world, poverty, famine, unemployment, illiteracy, overcrowding, and social unrest are endemic. These conditions undermine internal stability, impede international trade and investment, foster international conflict, promote illegal immigration and erode fragile ecologies. Trade with these very countries now accounts for one out of every eight jobs in the United States. Clearly, the ability of those nations to buy U.S. manufactured goods is dependent on their having sound economies. Since strong economies abroad mean a good balance of trade at home, technical assistance to developing countries — especially in urban areas where most goods are consumed — is a good investment.

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25th ANNIVERSARY CONFERENCE • AUGUST 19-22, 1981 • KANSAS CITY, MISSOURI

Mr. Richard Smith
April 15, 1981
Page 2

The SCI/Technical Assistance Program is unique and highly respected both in the United States and overseas. It was created with the belief that a transfer of technical expertise between cities in the United States and their sister cities in developing countries, if done wisely and with an appreciation of inherent differences, is an effective and cost efficient method of bringing about modest but significant improvement in the quality of life of people living in urban areas of developing countries.

If there is interest at Acme Construction in exploring such a joint program possibility, I would be pleased to submit whatever additional information may be required. Your advice and guidance in this matter is most certainly appreciated. Please note that this is not the usual request for a foreign aid handout but rather an opportunity for corporations to make a good investment, improve the image of American corporations overseas and to help reduce reliance on the federal government for solutions to public problems.

Best regards,

Thomas W. Gittins
Executive Vice President

TWG/jda

Enclosure

Sister Cities International - Technical Assistance Program

A Prospectus for Corporate Donors

The U.S. Stake in Development

What happens today in developing countries impacts directly or indirectly on the United States. Consider these facts:

- U.S. national security and economic growth depend increasingly on developing countries for essential raw materials: 85% of our bauxite, vital to our aircraft industry; 79% of our cobalt, needed by our steel and power plants; and 93% of our tin, essential for our electronics industry.
- U.S. exports to developing countries constitute more than 35% of our total exports - more than to Europe and three times the amount to Japan.
- One of every four acres of U.S. farm land produces for export to the Third World, and markets are growing. Without them there would be a 20-25% loss of gross farm income.
- Nearly half of U.S. private overseas investment is in developing countries.
- Some 1.2 million American jobs depend on exports to the Third World. Farm sales abroad create hundreds of thousands of jobs for shippers, grain elevator workers, and truckers.

It is clear that the ability of people in developing countries to buy the goods made here at home has a significant impact on our own economic well-being. Consider also, that the population of the world's cities has doubled in the past 30 years, to 1.8 billion, so that four out of every ten people alive are urban residents. United Nations demographers project that more than half the world's people will be living in cities in 20 years time.

Conscious of the serious human problems while recognizing the economic opportunities - out of compassion as well as self interest - citizens living in cities throughout the U.S. are working to improve the living standards of their Sister Cities in developing countries.

The Sister Cities Technical Assistance Program

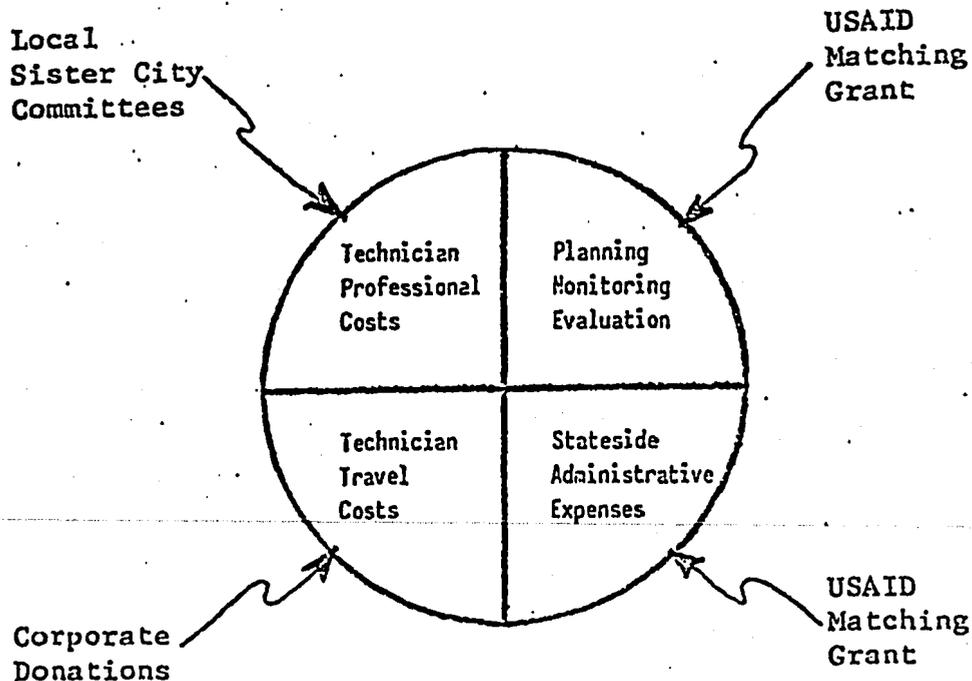
The Sister Cities International Technical Assistance Program (SCI/TAP) was started in 1977 as a complementary element of the overall Sister Cities Program. The SCI/TAP program has learned from and built upon the successful experiences of U.S. cities in providing technical assistance to their sister cities over the past 25 years. It has earned a reputation, both overseas and in the U.S., as a unique people-to-people program which effectively addresses critical problems in the urban areas of developing countries. Key elements of the SCI/TAP program are:

- projects focus on urban problems rather than rural problems.
- projects promote a "self-help" approach.

- more than 46 SCI/TAP projects have been carried out in Latin America, Asia, Africa and the Caribbean since the program was established in 1977.
- recent projects have been in the areas of health and nutrition education, professional medical services, vocational education, food production, water resources development, urban sanitation and emergency medical services.*
- SCI/TAP technicians are typically mid-to-senior level experienced professionals resident in the U.S. Sister City.
- most SCI/TAP efforts are well-planned, long-range programs involving a series of related project activities over a period of several years.
- both in the U.S. and overseas, projects receive strong support from Mayors, city councilors and other local public officials.
- projects receive high visibility in local media both domestically and overseas.

Cost Sharing Arrangements and Corporate Contributions

Support for the SCI/TAP program is provided through a healthy cost-sharing arrangement between the public and private sectors. This is possible, in part, through a matching grant program with the Private Sector Office of the U.S. Agency for International Development (USAID). Relatively modest investments made by the local sister cities committees (both overseas and in the United States); by private corporations and foundations, and by USAID are combined and leveraged to produce significant results. An approximate breakdown of the cost-sharing can be seen in the following diagram:



* A description of 16 projects conducted during the past twelve months is attached

In addition to this attractive cost sharing arrangement, potential corporate donors should consider the following:

- SCI/TAP projects have a favorable cost benefit ratio. Relatively modest contributions produce significant benefits.
- Corporate contributions will have a high multiplier effect. Every dollar received from a corporate donor is matched by a dollar from the local sister city committee and two dollars from USAID.
- Corporate donations will be used exclusively for overseas project activities. More specifically, corporate donations will be used to cover international transportation costs and basic living allowance for project technicians. The average cost per project for these expenses is \$3,500.00.
- No portion of corporate contributions will be used for stateside administrative expenditures.
- Professional fees of TAP technicians are covered by participating sister cities.
- Corporate contributions can be targeted, in accordance with a donors particular geographical or commercial interests.
- Corporate donors will receive annual reports describing SCI/TAP projects and accomplishments with full financial detail.

Why Should Corporations Support the SCI/TAP Program?

In addition to the obvious humanitarian reasons, corporations should consider investing in the SCI/TAP program because:

- SCI/TAP programs strengthen and broaden the communities in which the employees of American corporations live and work.
- SCI/TAP programs support the free enterprise system and thus improve the climate for business.
- The high visibility of SCI/TAP projects, both at home and overseas, will enhance the public image of corporate donors.
- SCI/TAP programs reduce reliance on the federal government for solutions to public problems.
- Corporate support will be publically acknowledged in the "Sister City News" which is widely distributed in the U.S. and overseas.