

**ORGANIZATION AND ADMINISTRATION
OF
INTEGRATED RURAL DEVELOPMENT**

AID PROJECT 936-5300

ADMINISTRATIVE REPORT NO. 6

April 15, 1980

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ORGANIZATION AND ADMINISTRATION OF
INTEGRATED RURAL DEVELOPMENT

Quarterly Report No. 6, for the Period
Ending March 29, 1980.

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Submitted By: Development Alternatives, Inc.
1823 Jefferson Place, N.W.
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April 15, 1980.

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I. Introduction

The general objective of the services provided by Development Alternatives, Inc., (DAI), under contract No. DSAN-C-0065 is "To improve the effectiveness of on-going and future Integrated Rural Development (IRD) efforts. This objective will lead to the broader goal of helping developing countries reduce the number of rural poor whose basic human needs are not being met."

To achieve this objective, four (4) years of professional technical assistance are being provided from September 29, 1978 to September 28, 1982. That technical assistance consists of the following outputs:

- (A) State-of-the-Art Paper (SOAP);
- (B) Networking of consultants;
- (C) Review of ten developing countries;
- (D) Formal analysis of and assistance to local IRD projects; and
- (E) Manual for designing IRD activities.

The purpose of this quarterly report is to present an account of progress made toward the general objective stated by outlining activities undertaken for each of the five outputs.

The basic format of this report is: (1) a synopsis of activities to be presented for each output, and (2) a detailed record of expenditures and personnel employed to be attached. Additional attachments will be included when appropriate.

To facilitate the location of particular items, and to achieve a concise presentation, the following format will be used for the synopsis of activities:

- (a) An abbreviated version of each output in the program description will be stated;
- (b) Each abbreviation will be followed by a narrative summary of accomplishments and problems related to the expected time frame for that output; and
- (c) The narrative summary will begin with a status code. The codes are as follows:

I. Introduction (continued)

PENDING: This signifies that no input was made for the period covered by this report, according to the schedules defined in the program description.

LIMITED: This signifies that not enough input has been made to directly produce an output.

SIGNIFICANT: This signifies that inputs have made a direct contribution to an eventual output or that an output has been partially completed.

COMPLETED: This signifies that an output has been achieved.

This should maintain brevity while simultaneously allowing an assessment of both contractor inputs and progress toward specific objectives.

II. Activities and Progress

Each output is presented below and is followed by a brief progress report.

OUTPUT A: STATE-OF-THE-ART PAPER

OUTPUT DESCRIPTION: Existing knowledge about IRD will be combined with the lessons of experience drawn from on-going IRD activities into a State-of-the-Art paper which synthesizes knowledge about a number of aspects of IRD design and administration. An initial draft SOAP will be completed at the end of year one of the contract. This document will be revised near the completion of the four years to include lessons learned during the life of the contract.

STATUS CODE: SIGNIFICANT

On February 29, 1980, the completed draft SOAP was submitted to AID/DS/RAD, meeting the agreed upon date of submission. The preliminary review of the state of the art, entitled Integrated Rural Development: Making It Work? is 186 pages in length, and contains four annexes.

The report has a limited distribution, with copies sent primarily to DS/RAD and DAI/RTI staff for comment. A "Feedback Dimensions" sheet, which outlines possible areas for comment, was also sent to reviewers. (The Feedback Dimensions Sheet is included as Attachment 1.) Initial revisions to the draft, based on reviewer comments, will begin in late April. The revised version will be available for wider distribution, including AID Mission staff, by early summer.

Preliminary feedback indicates that both the conceptual framework (resources to goods and services to beneficiary response to

self-sustaining improvements in welfare) and the proposition format of the SCAP are acceptable and useful vehicles for depicting the IRD implementation process, its problems, and possible ways to manage those problems. Several areas where expansion and/or revision will be required have already been identified, although the generally positive nature of initial comments to date suggests that major rewriting may be unnecessary.

The literature review process has been continued, and the revised SOAP will contain an expanded and updated bibliography. Journal articles that have been published during the writing of the report will be reviewed for possible inclusion, as will additional books and other publications.

Finally, an Executive Summary of the SOAP is in preparation. A relatively brief document, which will highlight the issues and findings presented in the SOAP, the Executive Summary is expected to prove a useful information device for wide distribution both within and without AID.

OUTPUT B: NETWORKING OF CONSULTANTS

OUTPUT DESCRIPTION: AID's pool of consultants will be expanded by locating individuals who are experts in various aspects of IRD and providing their names, addresses and indexing codes on an updated list.

STATUS CODE: LIMITED

During the quarter, no active steps were taken to index consultant qualifications currently on file, although passive expansion of the resume files did take place. With the completion of the initial draft of the SOAP, the IRD Project Research Assistant is expected to be able to devote a large part of his time to increasing the consultant network and the resume files, and to coding those resumes that have been collected already.

OUTPUT C: TEN COUNTRY REVIEW

OUTPUT DESCRIPTION: Descriptive and evaluative documentation of income production and social service (but not necessarily IRD) projects from ten countries in which the U.S. has bilateral programs will be assembled, and the administrative and organizational structures for such projects will be analyzed in the light of the differing human and natural resource endowments of the countries involved.

STATUS CODE: COMPLETED

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OUTPUT D: ASSISTANCE AND ANALYSIS

OUTPUT DESCRIPTION: IRD assistance teams will be assembled and sent to selected countries where IRD activities are being planned, implemented or evaluated. The teams will diagnose local IRD management needs and prepare written analyses which suggest organizational changes or reinforcements to facilitate more effective or efficient project management.

STATUS CODE: SIGNIFICANT

As an extension of activities initiated during the ten-country review, some direct contributions were made to IRD field design and implementation during this quarter.

- NEPAL: Four months of technical assistance in analyzing sub-national organizational arrangements and developing an information system for the pending Rapti Zone IRD project were completed. (See Attachment Two, Nepal Field Report Abstract for further details.)
- LIBERIA: Senior management staff at the Lofa County Agricultural Development Project received assistance in enhancing their skills in delegation, problem-solving and inter-divisional communication. Individual division heads received custom-tailored consultation in addition to the group skill development program. Additionally, USAID staff received assistance in planning the implementation and organization of LCADP Phase II. Attachment Three, Liberia Trip Report, outlines activities undertaken during the visit. A Liberia Field Report Abstract will be included in the next Administrative Report.
- JAMAICA: A reconnaissance visit to the Pindars Mountain IRDP resulted in a scope of work for management assistance in May. (The Jamaica Trip Report is included as Attachment Four.)
- PHILIPPINES: A follow-up visit to the Bula-Minalabac Project assessed the impact of the organization development workshop held there in October 1979. (The Philippines Trip Report is included as Attachment Five.) In addition,

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the Philippines Field Report, covering three visits to the project site, was submitted to AID/W, mission officials, and project staff. (The Philippines Field Report Abstract appears as Attachment Six.)

OUTPUT E: IRD DESIGN MANUAL

OUTPUT DESCRIPTION: A manual for designing IRD activities will be drafted and a conference on "designing and managing IRD" will be conducted.

STATUS CODE: PENDING

III. Administrative Issues

The summary which appears below serves as an overview of ongoing administrative processes, identifying administrative issues that have been successfully dealt with, as well as discussing present and potential problems in the administration of the project.

In addition, interactions that have taken place between project members, and contract authorities (such as core team meetings, correspondence, etc.) will be discussed from an administrative viewpoint.

SUMMARY

Leadership of the IRD Project

Tony Barclay and George Honadle have been named co-directors of the IRD Project. Honadle will look outward, toward basic relations with AID and overseas missions. Barclay will focus inward to ensure that overseas schedules for IRD fit into and compliment existing staff and staff candidates. It is anticipated that Honadle will spend 100 percent of his time on the project and Barclay approximately 50 percent.

Revised IRD Project Description

Recent field trips have demonstrated a need for a more comprehensive project description. To meet this need, a revised project description is currently in preparation which will expand upon the existing three-page description. The new project description will appear as an IRD Project document, with an appropriate cover, and will contain: an introduction; an explanation of the dual focus of the project ("Organizing and Administering Integrated Rural Development: A Two-fold Approach,"

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IRD Expenditures Chart.) The need for careful budgeting and funds, due to present financial constraints within the IRD Project and overseas missions was explained, and Project Staff were reminded that while they should be prepared to discuss cost-sharing with missions, the actual process of reaching a cost-sharing agreement is an AID-internal matter.

IRD Project Review Committee Meeting

On March 11, 1980, the IRD Project Review Committee met to discuss several issues.

- Designation of George Honadle and Tony Barclay as Project Co-directors. The committee found this decision to be acceptable.
- Review of field work undertaken during the previous six months as well as upcoming work, especially visits planned to Jamaica, Liberia, and the Philippines.
- Institution of cost-sharing mechanisms in future IRD involvement with overseas missions. Cost-sharing was viewed as a necessary and desirable policy for two main reasons:
 - Current and potential financial constraints could be eased by receiving some measure of financial assistance from missions where active IRD Project involvement takes place;
 - Missions that desire IRD Project involvement and view it as a valuable resource have a certain obligation to support such involvement by sharing in its cost.
- Initial dialogue on the State-of-the Art Paper and possible strategies for its review. The committee recommended that the SOAP undergo an initial revision based on comments from DAI/ETI IRD Project staff, AID/W staff, and selected outside reviewers, and then be distributed to overseas missions. (See output A for a more complete description of the review process.) The Committee members also agreed to review the SOAP, using the Feedback Dimensions Sheet.

the article that appeared in the October 1979 issue of Journal of Administration Overseas will be attached); a discussion of the project's approach, with examples; an overview of reports produced under the project; and a summary of personnel available under the contract, supplemented by brief bio-data information.

IRD Project Meeting

On March 10, 1980, an IRD Project Meeting was held at DAI. Participants included DAI/RTI IRD Project Staff, Jim Lowenthal and Ron Curtis of DS/RAD, and DAI staff expected to be working with the Project in the coming months.

- Distribution of the SOAP and initial comments and criticisms;
- Plans to develop a practical field instrument which will attempt to evaluate selected SOAP propositions. As an initial step, each chapter summary and all propositions and figures were compiled into a draft summary entitled "Essence of SOAP." Participants were then asked to submit a list of approximately 12 propositions or statements contained in the summary that they thought important to test in the field instrument. Suggestions for format and approach were solicited. It is likely that the field instrument will be compiled in early June by a "task force" comprised of three DAI and two RTI staff.
- Expansion of the IRD Project Working Paper Series. The series is expected to ultimately include 9-12 Working Papers. In the near future, two Working Papers, based on the OD and Home Office Support Annexes of the SOAP, will be produced.
- IRD Project expenditures to date. Actual expenditures from project inception through January 1980 were plotted on a graph and compared with projected expenditures through 1982. (See Attachment Seven,

IV. ATTACHMENTS

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ATTACHMENT ONE

FEEDBACK DIMENSIONS

IRD PROJECT STATE OF THE ART PAPER

FEEDBACK DIMENSIONS

1. Organization:
 - (1) Is the framework useful?
 - (2) Are items of interest easy to locate?
 - (3) Suggestions for improvement?

2. Style:
 - (1) Is the language appropriate?
(lack of jargon, interdisciplinary)
 - (2) Is the approach academic, realistic,
or abstract?
 - (3) Are propositions a good method of
presentation?
 - (4) Suggestions for improvement?

3. Substance:
 - (1) Is anything important missing?
 - (2) Are any sections unnecessary?
 - (3) Is it helpful?
 - (4) Are there any contradictions,
inconsistencies or unclear sections?
 - (5) Suggestions for improvements?

4. General Impressions:
 - (1) Can you use it?
 - (2) Would you recommend to someone else
that they read it?
 - (3) Other?

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or

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ATTACHMENT TWO

NEPAL FIELD REPORT ABSTRACT

NEPAL FIELD REPORT ABSTRACT

AN INFORMATION SYSTEM FOR THE RURAL AREA DEVELOPMENT RAPTI ZONE PROJECT IN NEPAL: PHASE I

David D. Gow

This report resulted from approximately three person weeks of technical assistance provided to His Majesty's Government of Nepal by David D. Gow, a DAI rural development information systems specialist. The work was undertaken in December 1979 and included field trips to Rasuwa and Rapti, particularly Piuthan. The overall purpose of IRD project involvement in Nepal is to assist the Nepalese Government in the design of an information system for the Rural Area Development Rapti Zone Project. To achieve this purpose, the IRD project will ultimately provide approximately 18 person-weeks of service, organized into three phases:

- Assessment of the role of information systems in the geographic areas: the proposed Rapti Project, and the IBRD-assisted Rasuwa-Nuwakot IRD Project Area;
- Design of a viable information system for the Rapti Project; and
- Establishment of the information system in the project area.

This report addresses the first phase of service.

The findings in the report begin with an overview of the context within which integrated rural development exists in Nepal. Various ecological, geographic, agricultural and

demographic factors are noted as presenting potential constraints to effective rural development in the project area. The organizational and administrative structure of rural development in Nepal is then described, focusing on the Integrated Panchayat Development Design (IPDD), the keystone of all development activities in rural Nepal. The evolution of the IPDD is discussed, and the structure of the present Panchayat (Council) System is outlined, noting the hierarchical links and authority relationships between village, district and national offices and actors.

A descriptive analysis is made of information channels in the Piuthan district, one of the five districts in the Rapti Zone, and the Rasuwa district. The two districts' present systems for planning, implementing, monitoring and evaluating development activities are described and compared, and their varying implications at the local, district, and national levels are discussed.

Specific recommendations for a viable information system are viewed as dependent upon several key issues yet to be resolved, some of which include the selection of the project's organizational and administrative structure, financial management, and degree of overall authority, coordination, and accountability. Such questions are seen to hinge on the extent to which the project can make the IPDD a practical reality. An organizational structure, similar to that of the Rasuwa-Nuwakot

Project, with a principal focus on the district level, is proposed as a possible answer.

Based on that structure, a rough outline of an information unit is presented that would improve current reporting systems, conduct studies on specific activities, identify problems and provide viable solutions; and evaluate projects on a regular basis. The system would encourage more active participation from the local population, data collection assistants, paraprofessionals in the field, and project management. In addition, it would increase the chances that the information collected would in fact be used by more clearly outlining the authority structure both for the information unit and for those responsible for planning and implementing development activities.

ATTACHMENT THREE

LIBERIA TRIP REPORT

LIBERIA TRIP REPORT

Robert af Klinteberg
Thomas Armor
Marvin Loper
George Honadle

March 17-29, 1980

Purpose

The main purpose of this trip was to provide continued management and organization development assistance to the Lofa County Agricultural Development Project (J.CADP) in the form of a combination management skills workshop and direct assistance to project division heads. In August 1979, a workshop had been conducted for the officer level of LCADP project management. The March trip reinforced and expanded this work by conducting a second workshop for senior project management, and by providing them with specific problem-focused organization development assistance.

The four-person team included Robert af Klinteberg, a rural development specialist; Tom Armor and Marvin Loper, both organization development (o.d.) specialists; and George Honadle, a development administration specialist. Klinteberg, Armor and Loper conducted the workshop, with Honadle (who arrived a week later) providing background information on the Liberian administrative environment and assisting with division consultation.

In addition, Dr. Honadle spent several days in Monrovia meeting with USAID officials, central government officials, and members of the Liberian Institute for Public Administration. He familiarized himself with new currents in national bureaucratic dynamics, discussed future activities and advised USAID Mission personnel on the organization and implementation of LCADP Phase II.

Issues Addressed

The workshop, which included 23 senior management level participants, was divided into two general areas of interest: management development activities, which were conducted in the afternoon; and organization development consultations, which took place in the morning.

The management development activities took the form of general sessions, and addressed topics which the participants had suggested in questionnaires completed prior to the arrival of the DAI team.

These topics include:

- The Role of the Manager;
- Management Principles and Theory;
- Time Management;
- Planning;
- Communications and Coordination;
- Motivation;
- Decisionmaking;

- Delegation;
- Staff Selection and Development;
- Performance Evaluation; and
- Professional and Interpersonal Relations.

Organization development consultations were undertaken with almost all divisions. A major activity of the consultations was to initiate and facilitate problem-solving strategies among divisions experiencing difficulty with their working relations.

The dual-focus approach to the workshop appeared to be well-conceived, and a good deal of interchange between the afternoon general sessions and the morning o.d. consultations took place. For example, the Project Manager had requested that the Division Managers and Deputies revise their job descriptions and review them with him. During several general sessions, the DAI team worked with the participants to develop a job description review format and process. The many issues that were raised within and among divisions as a result of the reviews were then addressed within the context of organization development dynamics.

The Workshop was perceived as successful by the individual participants. In addition, each Division developed action plans to be carried out over the next 12 weeks. In July 1980, the participants will complete a follow-up review prepared by the DAI team to assess the impact of the March activities.

Future Activities

Discussions were held with project staff about continuation of this assistance to LCADP. It was suggested that the next trip should focus directly on the agricultural extension strategy, including the training of extension agents, the extension monitoring system and the interaction between agents and farmers. November-December 1980 or March-April 1981 were suggested as possible times.

Discussions with the Liberian Institute of Public Administration identified a willingness to co-host a conference to disseminate the SOAP findings. A more specific proposal with dates (1981 or 1982), content and finances would be required. LIPA, however, could contribute on facilities, snacks and their own staff salaries.

Cost-sharing was also discussed with the Project Manager and USAID officials. It is planned to budget \$18,000 per year in the LCADP Phase II Budget. This would cover 50 percent of the cost of two three-week trips per year. USAID Mission personnel also expressed a desire to include George Honadle on the LCADP Phase II design team.

ATTACHMENT FOUR

JAMAICA TRIP REPORT

JAMAICA TRIP REPORT

George Honadle

March 16-22, 1980

Purpose

The purpose of this trip was to develop a detailed scope of work for IRD Project assistance to the Watershed Integrated Rural Development Project, to take place in May 1980. Dr. Honadle, accompanied by Jim Lowenthal of AID/DS/RAD, met with USAID officials in Kingston and project staff in Christiana to discuss the scope of IRD involvement, acquire orientation data for the IRD team, and facilitate the smooth entry of the consultants.

Issues Addressed

Scope of Work

On March 17, Honadle and Lowenthal met with Pat Peterson, (USAID/RDO) to discuss the possibilities of long-term involvement between the Watershed IRDP and the IRD Project. They then traveled to the project site where the remainder of the week was spent in reviewing documents, interviewing TA and project staff, and attending project-related meetings. Based on the information gathered, a scope of work was prepared and submitted for the approval of Dudley Reid (Project Manager) and Roger Newburn (TA team leader).

The objectives of IRD Project assistance to the Watershed IRDP are:

- To determine systematically the needs for project coordination generated by the increasing complexity of project activities and to develop means for assuring improved coordination;
- To discuss with project staff at senior, watershed, and sub-watershed levels, a managerial model for the identification, collection and utilization of information and to modify the project formal and informal processes to improve the use of information; and
- To develop an overall strategy for strengthening the capability of small farmer organizations, and to design and conduct a preliminary leadership skills workshop for officers of development committees.

To achieve these objectives, the scope of work proposes a three-week visit by an IRD Project team that will be divided into three phases:

- Interview and general data collection;
- Preparation and implementation of two management skills workshops; and
- Task-specific follow-up, to assist individuals with activities identified during the workshop.

The main focus of the intervention will be the workshops, which will be approximately three days long, and will be held in each of the two project watersheds. A management-oriented approach to project processes and results will be emphasized, using the knowledge of the behavioral sciences to support a participatory, action-oriented process.

The IRD Project team will include a Development Administration specialist, with information systems experience; an organization development specialist with experience in promoting project coordinating process; and a local organization specialist.

It is likely that the project team may not have enough time to address all of the organization and management issues that may be raised during the three-week visit. Thus, a follow-up visit, to take place in July, is anticipated. This timing will occur soon enough after the May trip to maintain momentum, but should provide enough time perspective to permit an evaluation of the results of the May workshop.

Cost-sharing

As a result of discussions between Lowenthal and Peterson, it was decided that the IRD Contract would fund all expenses for the upcoming May trip. With regard to future visits, the IRD contract will cover salaries and overhead (up to 26 person-weeks per year) and the USAID project will fund international transportation, per diem, local travel, and any other local costs. This should result in a 25-50 percent contribution to total costs by USAID.

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ATTACHMENT FIVE

PHILIPPINES TRIP REPORT

PHILIPPINES TRIP REPORT

Thomas Armor

January 22-29, 1980

Purpose

The purpose of this trip was to assess the impact of the organization development workshop conducted at the Bula Project in October 1979, and to begin to discuss the possibilities for future activities with the Bula Project and other projects in the Bicol River Basin.

During the visit, Dr. Armor met with USAID officials in Manila and Naga City, and traveled to both the Bula and Libmanan Project sites where he met with project staff.

Issues Addressed

Workshop Feedback

Two means of inquiry were used to elicit workshop feedback; individual interviews with some Bula Project staff; and questionnaires distributed to available staff members who had attended the October Workshop.

At the Bula Project site, Dr. Armor met individually with five Administrative and Physical Development staff members. All perceived the Workshop as successful, though the effects were

felt to have been most dramatic during six weeks following the exercise. Staff behavior in general was seen to have improved. This impression gained further credibility when echoed by a staff member who had not attended the Workshop, and was therefore a more impartial observer of relative improvement in behavior. A more concrete example of the improvement was a comment that a recent annual planning exercise had been significantly easier because of the October Workshop.

On January 24, Dr. Armor met with 18 staff members who had attended the October Workshop. Each person was asked to complete a feedback questionnaire on the effects of the workshop. The questions were:

1. In the several months since the October Workshop, what three things seem better about the way the staff works together?
2. What three things that you hoped would change did not or only changed very little?
3. What groups, organizations, people, agencies, local or regional offices, ministries, etc., should be included in a future workshop?
4. Please describe three specific groups, organizations, people, agencies, local or regional offices, ministries, etc., from which you would like to have questions asked that would help you do your job. Assume these people would not be able to attend the workshop but would respond to specific questions. What questions would you like to have asked them?

After the questionnaire was completed, Dr. Armor spoke with three staff members in addition to Jordan Chavez. The general tone of the comments was that the October Workshop had significantly

improved the working relations among the staff. Again, the preparation of the annual operational plan was mentioned as an example of improved staff behavior. Several persons commented that previous confusion about overlapping responsibilities was noticeably reduced during the planning activity. Jordan Chavez, as well as two others, suggested that another similar workshop would be useful in the spring, especially with the participation of local community leaders.

Multiple copies of transcriptions of the responses to questions 1 and 2, and single copies of the responses to questions 3 and 4 were given to Conrado de la Cruz for discussion with his staff.

Future Activities

At the termination of his visit, Dr. Armor discussed the possibility of future work in the Philippines with Don Wadley and David Heesen. They agreed to pursue three areas of involvement:

- A second o.d. activity with the Bula project in Spring 1980. In addition to the suggestions made by Jordan Chavez and others for another workshop, Conrado de la Cruz had also suggested that a second workshop would be useful. He planned to discuss the possibility with his staff, using the feedback data from the questionnaire, and agreed to provide IRD/DAI with an outline of a proposed agenda.
- A joint workshop for Bula and Libmanan Project staff in Fall 1980. At the start of the visit, Dr. Armor and Don Wadley had agreed that an activity combining both Bula and Libmanan staff, and focusing on the Libmanan Project's operational experience with their functioning irrigation system, would be useful. David Heesen and Ralph Bird concurred, pending timing constraints and the consent of both projects. Dave Heesen also suggested that the possibility of including other

interested and appropriate persons be explored. Both Conrado de la Cruz and Jordan Chavez of the Bula Project agreed with such a plan. Clarence Escobar of the Libmanan Project also supported a joint workshop.

Possible contributions to the Bicol Integrated Health Project. Dr. Armor discussed the possibility of IRD/DAI involvement with the Project with Ms. Maura Mack and Dr. Rosendo Capul of the USAID Public Health Office. Dr. Capul in particular felt that an IRD Project team could be a useful resource at the start-up of the Project, tentatively scheduled for Spring 1980. Further discussions with Charles Witten led to an agreement to proceed, pending Dr. Capul's report on his recently completed visit to the Bicol Basin. Dr. Armor suggested that IRD/DAI respond with a proposed scope of work based on that report and his conversations with Mr. Witten, Dr. Capul and Ms. Mack.

ATTACHMENT SIX

PHILIPPINES FIELD REPORT ABSTRACT

PHILIPPINES FIELD REPORT ABSTRACT

COORDINATION AND IMPLEMENTATION AT BULA-MINALABAC:
AN EXAMPLE OF THE STRUCTURE AND PROCESS
OF INTEGRATED RURAL DEVELOPMENTJames A. Carney, Jr.
George Honadle
Thomas Armor

This report resulted from professional technical assistance provided by three organization and management specialists to the Bula-Minalabac Integrated Area Development Project in the Bicol region of the Philippines. The purpose of the service was to facilitate coordination and assist implementation efforts during three visits to the project site. In the spring of 1979, Mr. James A. Carney, Jr. and Dr. Thomas Armor developed a scope of work for an organization development workshop to be held in the fall of 1979; in October 1979, Dr. George Honadle, a development administration specialist with prior field experience in the Bicol, accompanied organization specialists Carney and Armor and assisted them in conducting the workshop; and in January 1980, Armor returned to the Bicol to follow up on the Workshop, provide further encouragement to the participants, and assess the impact of the intervention.

The purpose of the report is to document the process of providing technical assistance to the people at Bula, and to place the exercise into the larger context of the organization

and implementation of integrated rural development. This should both record the practice of rural development in the Bicol, and present some more general observations which might be useful to field staff.

The report is divided into three sections: The Structure: Integrated Organization or Management of Coordination?; The Process: Using Organization Development to Support Integrated Rural Development; and The Experience: Bula-Minalabac Project Organization Development Workshop.

First, the Structure section addresses organizational and management issues that are relevant to the Bula-Minalabac Project, based on a discussion of the concepts of integration and coordination, and their implications for external and internal organizational structures, and the management of human resources service delivery. In the Process section the organization development approach of building problem-solving capability within a defined environment is presented as complementary to the concepts of IRD, as both attempt to facilitate change. Organization development strategies for supporting the administration and organization of IRD through the recognition and understanding of group and individual behavior and the processes of change are discussed, and the argument is made that organization development is a potentially valuable strategy for improving the chances of success in implementation projects. Lastly, the Experience section provides documentation of the process used to apply organization development

methods to coordination problems at the Bula-Minalabac Project. Beginning with a brief overview of the project itself, the section then reviews the processes leading to the Workshop conducted in October 1979; describes the strategies and events that took place during the Workshop; and discusses the reactions to and impact of the Workshop, based on feedback received during a follow-up visit made three months after the Workshop was held.

There are four Appendices in the report. Appendices A, B, and C provide data generated during the Workshop, including: the participants' goals and expectations for the Workshop; participant perceptions of good and poor characteristics of managers; and a list of administrative and management issues discussed during the course of the Workshop. Appendix D lists participant responses to a questionnaire, administered during the follow-up visit, that was designed to measure the impact of the October Workshop.

ATTACHMENT SEVEN

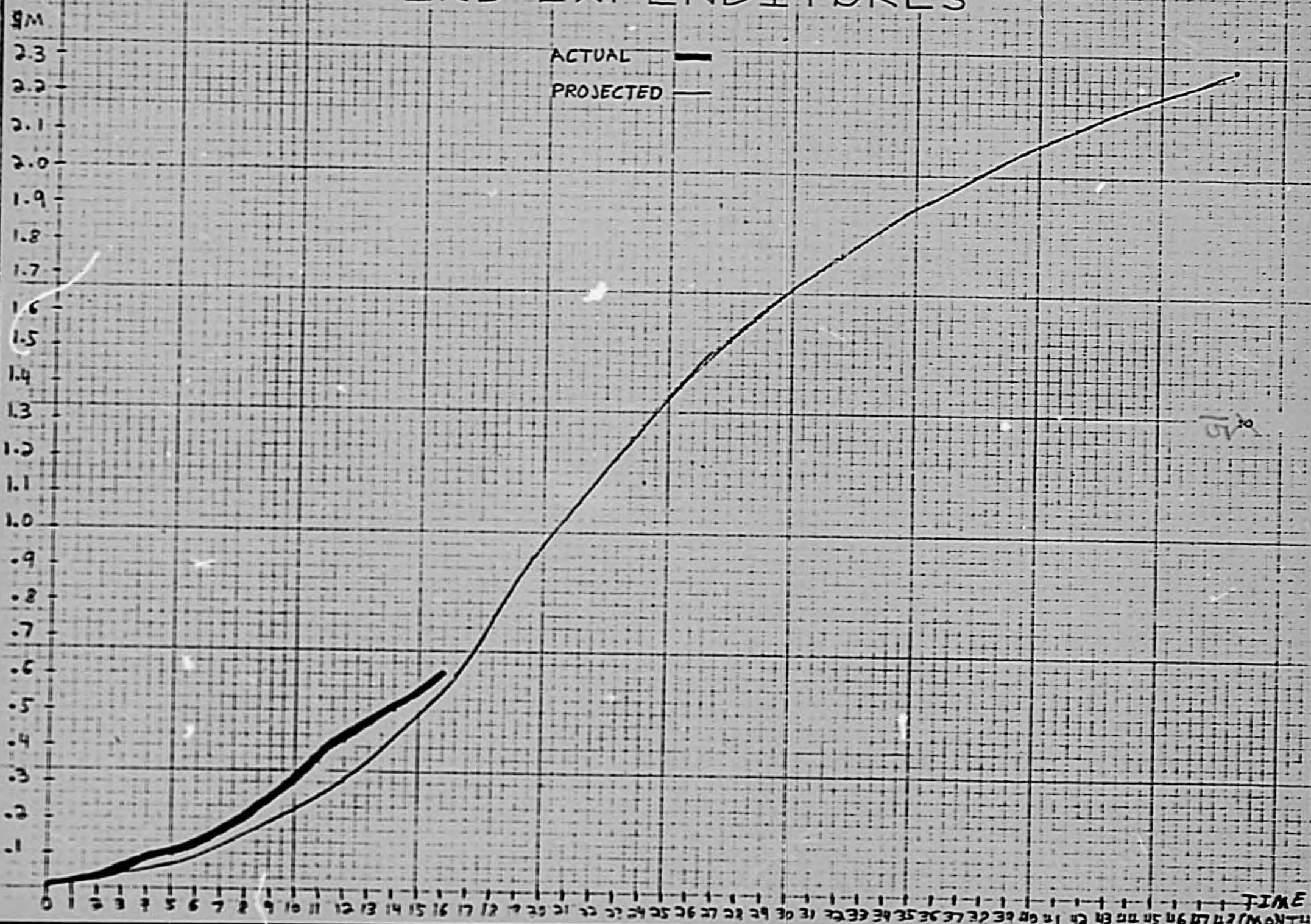
IRD EXPENDITURES CHART

IRD Expenditures
(To Date)
3/10/80

Month	Monthly Expenditures (\$)	Cumulative Expenditures (\$)
1	9,208.39	9,208.39
2	16,912.08	26,120.47
3	15,931.02	42,051.49
4	40,639.00	82,690.49
5	15,426.93	98,117.42
6	27,797.61	125,915.03
7	35,895.34	161,810.37
8	40,738.22	202,548.59
9	57,532.83	260,081.42
10	44,846.63	304,928.05
11	66,117.68	371,045.73
12	44,289.16	415,334.89
13	49,930.93	465,265.82
14	38,642.85	503,908.67
15	49,510.76	553,419.43
16	49,847.81	603,267.24

Total allotment for contract: \$2,286,766.00

IRD EXPENDITURES



15

TIME

ATTACHMENT EIGHT

EXPENDITURES AND PERSONNEL EMPLOYED

17

DEVELOPMENT ALTERNATIVES, INC.

1823 JEFFERSON PLACE, N.W.
WASHINGTON, D.C. 20036

TELEPHONE:
202 833-8140

February 11, 1980

CABLE ADDRESS:
DEVALT
TELEX:
440109 DAI UI

Contract No: DSAN-C-0065
For the period January 1-31, 1980

Submission # 16

I N V O I C E

<u>Salaries</u>		
R. Alger	16 hrs @ \$ 14.65 = \$	234.40
A.H. Barclay	8 hrs @ 17.72 =	141.76
E. Bardeen	158 hrs @ 7.59 =	1,199.22
D. Gow	192 hrs @ 17.72 =	3,404.24
G. Honadle	168 hrs @ 19.03 =	3,197.04
D. Mickelwait	8 hrs @ 28.01 =	224.08
E. Morss	96 hrs @ 27.13 =	2,604.48
P. Weisel	176 hrs @ 22.39 =	3,940.64
T. Armor	111 hrs @ 16.65 =	<u>1,848.15</u>
		\$ 16,792.01
<u>Overhead @ 92%</u>		15,448.65
<u>Travel and Transportation</u>		
T. Armor (Honolulu-Manila-Honolulu)	\$ 983.00	
P. Weisel (DC-Raleigh-DC)	115.00	
G. Honadle (DC-Raleigh-DC)	115.00	
D. Gow (MSN-Kathmandu-MSN)	1,537.52	
Local Transportation	33.80	
Local Transportation	1.50	
Local Transportation	2.50	
Mileage- D.Gow	74.80	
Vehicle Rental	<u>16.00</u>	2,879.12
<u>Per Diem</u>		
D. Gow- (11/19-12/23/79)	\$ 882.40	
P. Weisel- (11.25-11/29/79)	110.30	
P. Weisel- (1/16-1/17/80)	<u>55.75</u>	1,048.45
<u>Other Direct Costs</u>		
Typing Service- A. Snyder	21.00	
Typing Service- C. Johnston	28.00	
Typing Service- J. Woldahl	564.30	
Typing Service- P. Frank	58.80	
Typing Service- P. Frank	163.80	
Typing Service- P. Frank	33.60	
Typing Service- P. Frank	189.00	
Typing Service- T. Armor	76.96	
Printing	33.60	
Printing	142.33	
Printing	215.86	
Printing	95.54	
Postage	<u>7.81</u>	

Other Direct Costs

Xerox	\$ 13.62	
Postage	1.05	
Postage	102.27	
Telex	8.16	
Telex	24.20	
Telephone	24.28	
Telephone	14.07	
Telephone	4.00	
Telephone	44.60	
Telephone	33.93	
Telephone	77.49	
Telephone	7.20	
Supplies	11.76	
Travel Documents- D. Gow	10.84	
Baggage- D. Gow	22.65	
Medical Exam- D. Gow	34.00	
Reference Material- "The Cutting Edge..."	<u>32.80</u>	\$ 2,097.52

Subcontractor

Research Triangle Institute (December 1-31, 1979)		<u>8,561.69</u>
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Subtotal Invoice

Fee @ 6.45%

TOTAL AMOUNT TO BE PAID

\$ 46,827.44

3,020.37

\$ 49,847.81

Name of Contractor Development Alternatives, Inc.
 Contractor's Project Officer JAMES LORENTZ

Contract No. DSAN-C-0065
 Phone No. 235-8910

Reporting Period _____

Submission # 16

Category	Amount	Total Expenditures		Cumulative Expenditures	Remaining Amount
		Inception to Last Reported Period	This Period		
Salaries	\$ 603,203	\$ 168,273.88	\$ 16,792.01	\$ 185,065.89	\$ 418,137.11
Overhead	554,947	154,811.97	15,448.65	170,260.62	384,686.38
Consultant Fees	94,374	11,123.24	-0-	11,123.24	83,250.76
Travel & Transportation	229,905	48,801.37	2,879.12	51,680.49	178,224.51
Per Diem	197,206	26,631.98	1,048.45	27,680.43	169,525.57
DBA Insurance	30,467	9,450.00	-0-	9,450.00	21,017.00
Other Direct Costs	40,642	12,923.16	2,097.52	15,020.68	25,621.32
Subcontractor	397,389	48,690.66	8,561.69	97,252.35	300,136.65
Subtotal	\$2,148,133	\$ 520,706.26	\$ 46,827.44	\$ 567,533.70	\$ 1,580,599.30
Fee @ 6.45 %	138,633	32,713.17	3,020.37	35,733.54	102,899.46
TOTAL	\$2,286,766	\$ 553,419.43	\$ 49,847.81	\$ 603,267.24	\$ 1,683,498.76

The undersigned here certifies: (1) that payment of the sum claimed under the cited contract is proper and due and the appropriate refund to A.I.D. will be made promptly upon request of A.I.D. in the event of non-performance, in whole or in part, under the contract or for any breach of the terms of the contract, and (2) that information of the fiscal report is correct and such detailed supporting information as A.I.D may require will be furnished at the contractor's home office or base office as appropriate promptly to A.I.D. on request, and (3) that all requirements called for by the contract to date of this certificate have been met.

I hereby certify that amounts invoiced herein do not exceed the lower of (1) the contract price or (2) maximum levels established in accordance with Executive Order 11627, dated October 15, 1971.

By Margaret L. Farchtchi CPA
 Title Controller Date 2/15/80

DEVELOPMENT ALTERNATIVES, INC.

1823 JEFFERSON PLACE, N.W.
WASHINGTON, D.C. 20036

March 17, 1980

TELEPHONE:
202 833-8140

CABLE ADDRESS:
DEVALT
TELEX:
440109 DAI UI
Submission #17

Contract No: DSAN-C-0065
For the period February 1-29, 1980

I N V O I C E

Salaries

T. Armor	44 hrs. @ \$16.65 =	\$ 732.60
E. Bardeen	168 hrs. @ 7.59 =	1,275.12
D. Gow	32 hrs. @ 16.35 =	523.20
D. Gow	8 hrs. @ 15.54 =	124.32
D. Gow	160 hrs. @ 16.35 =	2,616.00
G. Honadle	160 hrs. @ 17.55 =	2,808.00
G. Honadle	8 hrs. @ 16.69 =	133.52
D. Mickelwait	3 hrs. @ 24.09 =	72.27
D. Mickelwait	80 hrs. @ 24.09 =	1,927.20
E. Morss	64 hrs. @ 24.09 =	1,541.76
A. Snyder	48 hrs. @ 7.00 =	336.00
C. Wenger	99 hrs. @ 5.00 =	<u>495.00</u>

\$ 12,584.99

Overhead @ 92%

11,578.19

Travel and Transportation

T. Armor (Manila-Nago-Manila)	\$ 48.32
J. Loper (Hono-Monrovia-Hono)	2,166.00
D. Mickelwait (Khar-Arusha-DC)	869.00
P. Weisel-local transportation	33.80
P. Weisel-vehicle rental	<u>16.00</u>

3,133.12

Per Diem

T. Armor (1/22-29/80)	\$ 344.44
D. Gow (1/11/80)	<u>58.65</u>

403.09

Other Direct Costs

Typing - T. Armor	\$ 35.36
Typing - T. Armor	2.39
Typing - C. Johnston	322.00
Typing - J. Woldahl	1,043.10
Printing	236.46
Xerox	304.10
Xerox	19.11
Xerox	98.45
Postage	45.20
Postage	15.80
Postage	5.03
Postage	2.67
Telephone	53.28
Telephone	77.49
Telephone	84.58
Telephone	<u>32.67</u>

<u>Other Direct Costs (con't)</u>		
Telex	\$ 4.80	
Book	16.20	
Books	37.92	
Books	107.82	
Lunch	16.04	
Supplies	11.76	
Weisel - cholera booster	5.00	
Visa - Mickelwait - Nepal	5.00	
Visa - Mickelwait - India	2.00	
D. Wenger - Typing	<u>192.00</u>	\$ 2,776.23
<u>Subcontractor</u>		
Research Triangle Institute (1/1-30/80)		<u>3,277.44</u>
<u>Subtotal Invoice</u>		\$ 33,753.06
<u>Fee @ 6.45%</u>		<u>2,177.07</u>
TOTAL AMOUNT TO BE PAID		\$ 35,930.13

Name of Contractor Development Alternatives, Inc.Contract No. DSAN-C-0065

Reporting Period

Contractor's Project Officer Ronald CurtisPhone No. 235-8918Submission # 17

Category	Amount	Total Expenditures		Cumulative Expenditures	Remaining Amount
		Inception to Last Reported Period	This Period		
Salaries	\$ 603,203	\$ 185,065.89	\$ 12,584.99	\$ 197,650.88	\$ 405,552.12
Overhead	554,947	170,260.62	11,578.19	181,838.81	373,108.19
Consultant Fees	94,374	11,123.24	-0-	11,123.24	83,250.76
Travel & Transportation	229,905	51,680.49	3,133.12	54,813.61	175,091.39
Per Diem	197,206	27,680.43	403.09	28,083.52	169,122.48
DBA Insurance	30,467	9,450.00	-0-	9,450.00	21,017.00
Other Direct Costs	40,642	15,020.68	2,776.23	17,796.91	22,845.09
Subcontractor	<u>397,389</u>	<u>97,252.35</u>	<u>3,277.44</u>	<u>100,529.79</u>	<u>296,859.21</u>
Subtotal	\$2,148,133	\$ 567,533.70	\$ 33,753.06	\$ 601,286.76	\$1,546,846.24
Fee @ 6.45 %	<u>138,633</u>	<u>35,733.54</u>	<u>2,177.07</u>	<u>37,910.61</u>	<u>100,722.39</u>
TOTAL	\$2,286,766	\$ 603,267.24	\$ 35,930.13	\$ 639,197.37	\$1,647,568.63

The undersigned here certifies: (1) that payment of the sum claimed under the cited contract is proper and due and the appropriate refund to A.I.D. will be made promptly upon request of A.I.D. in the event of non-performance, in whole or in part, under the contract of for any breach of the terms of the contract, and (2) that information of the fiscal report is correct and such detailed supporting information as A.I.D may require will be furnished at the contractor's home office or base office as appropriate promptly to A.I.D. on request, and (3) that all requirements called for by the contract to date of this certificate have been met.

I hereby certify that amounts invoiced herein do not exceed the lower of (1) the contract price or (2) maximum levels established in accordance with Executive Order 11627, dated October 15, 1971.

By _____

Title _____ Date _____

DEVELOPMENT ALTERNATIVES, INC.

1823 JEFFERSON PLACE, N.W.
WASHINGTON, D.C. 20036

TELEPHONE:
202 833-8140

April 7, 1980

CABLE ADDRESS:
DEVALT
TELEX:
440109 DAI UI

Contract No.: DSAN-C-0065
For the period March 1-31, 1980

Submission #18

I N V O I C E

Salaries

T. Armor	149 hrs. @ \$16.65 =	\$2,480.85	
E. Bardeen	156 hrs. @ 7.59 =	1,184.04	
D. Gow	200 hrs. @ 16.35 =	3,270.00	
A. Barclay	22 hrs. @ 17.55 =	386.10	
J. Carney	12 hrs. @ 20.90 =	250.80	
G. Honadle	175 hrs. @ 17.55 =	3,071.25	
R. af Klinteberg	120 hrs. @ 16.82 =	2,019.60	
D. Mickelwait	32 hrs. @ 24.09 =	770.88	
A. Snyder	23.5 hrs. @ 7.00 =	164.50	
C. Wenger	80 hrs. @ 5.00 =	400.00	
S. Wallbank	8 hrs. @ 4.56 =	36.48	
			\$14,034.50

Overhead @ 92% 12,911.74

Consultants

M. Loper 16 days @ \$150.00 = 2,400.00

Travel and Transportation

Taxi	\$ 1.00	
Taxis	8.30	
T. Armor (HONO-DC-HONO)	798.94	
T. Armor (DC-MON-DC)	1,531.00	
G. Honadle (DC-Kingston-DC)	419.00	
G. Honadle (DC-NY-MON-NY-DC)	1,531.00	
		4,289.24

Other Direct Costs

Typing - D. Wenger	\$ 5.44
Typing - S. Scruggs	38.40
Printing	.38
Xerox	161.35
Postage	58.67
Postage	1.32
Telephone	31.42
Book	80.55
Book	24.00
Books	229.22

24
Contract No: DSAN-C-0065
For the period March 1-31, 1980

Page two
Submission #18

Other Direct Costs (Con't)

Office Supplies	\$ 5.43	
Office Supplies	68.78	
Visa - Klinteberg - Liberia	10.00	
Visa - Honadle - Liberia	2.00	
Visa - Armor - Liberia	2.00	
Visa - Loper - Liberia	2.00	
Visa - Honadle - Sierra Leone	6.50	
Post Dif. - D. Gow (Feb. 29th on)	<u>490.50</u>	\$1,217.96

Subcontractor

Research Triangle Institute (Feb. 1980)		<u>2,580.20</u>
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Subtotal Invoice

\$37,433.64

Fee @ 6.45%

2,414.47

TOTAL AMOUNT TO BE PAID

\$39,848.11

Name of Contractor: Development Alternatives, Inc.
 Contractor's Project Officer: Ronald Curtis

Contract No.: DSAN-C-0065
 Phone No.: 235-8918

Submission #18

Category	Amount	Total Expenditures		Cumulative Expenditures	Remaining Amount
		Inception to Last Reported Period	This Period		
Salaries	\$603,203	\$197,650.88	\$14,034.50	\$211,685.38	\$391,517.62
Overhead	554,947	181,838.81	12,911.74	194,750.55	360,196.45
Consultant Fees	94,374	11,123.24	2,400.00	13,523.24	80,850.76
Travel & Transportation	229,905	54,813.61	4,289.24	59,102.85	170,802.15
Per Diem	197,206	28,083.52	-0-	28,083.52	169,122.48
DBA Insurance	30,467	9,450.00	-0-	9,450.00	21,017.00
Other Direct Costs	40,642	17,796.91	1,217.96	19,014.87	21,627.13
Subcontractor	397,389	100,529.79	2,580.20	103,109.99	294,279.01
Subtotal	\$2,148,133	\$601,286.76	\$37,433.64	\$638,720.40	\$1,509,412.60
Fee @ 6.45%	138,633	37,910.61	2,414.47	40,325.08	98,307.92
TOTAL	\$2,286,766	\$639,197.37	\$39,848.11	\$679,045.48	\$1,607,720.52

The undersigned here certifies: (1) that payment of the sum claimed under the cited contract is proper and due and the appropriate refund to AID will be made promptly upon request of AID in the event of non-performance, in whole or in part, under the contract or for any breach of the terms of the contract, and (2) that information of the fiscal report is correct and such detailed supporting information as AID may require will be furnished at the contractor's home office or base office as appropriate promptly to AID on request, and (3) that all requirements called for by the contract to date of this certificate have been met.

I hereby certify that amounts invoiced herein do not exceed the lower of (1) the contract price or (2) maximum levels established in accordance with Executive Order 11627, dated October 15, 1971.

By mlf
 Title _____ Date _____